

Prof. Dr. Richard A. Swanson

Professor Emeritus, University of Minnesota - Human Resource Development
Senior Partner, Swanson & Associates – Performance Improvement Consulting
Editor, Berrett-Koehler Publishers – Organizational Performance Book Series

343 E. Kellogg Blvd, Saint Paul, MN 55101 USA

Cell phone: 651-247-4722

Email: raswanson5@gmail.com

Website: <http://richardswanson.com>

I. Summary Statement of Recent Positions

The University of Texas at Tyler (2006 - 2009)

Distinguished Research Professor of Human Resource Development and the Sam Lindsey Chair in the College of Business and Technology. Assignment includes providing scholarly leadership to the new PhD in Human Resource Development program, chairing the HRD National Advisory Board, advising PhD dissertations, and teaching graduate level courses.

University of Minnesota (1979-2005; Emeritus 2005 - lifetime)

Professor Emeritus of Human Resource Development and Adult Education in the College of Education and Human Development. The full-time professorial assignment included full graduate faculty participation (including teaching and advising doctoral students), designing and delivering special workshops for organizational decision makers, and carrying out a research program on performance improvement and assessment, organization development, and training and development of human resources in business and industry.

University of Minnesota full graduate faculty member in Human Resource Development, Rhetoric and Scientific and Technical Communication, and Adult Education. Visiting/adjunct assignments in the College of Business and Technology, University of Texas at Tyler, the Carlson School of Management (University of Minnesota) and the College of Educational Science (University of Twente, The Netherlands). Member of the Academy of Human Resource Development, Academy of Management, Career and Technical Education Association, American Association of Adult and Continuing Education, International Adult and Continuing Education Hall of Fame, International Society for Performance Improvement, and the Organization Development Institute.

II. Awards and Recognitions

- 2007 *Distinguished Service Citation* for sustained superior professional performance, Epsilon Pi Tau (highest honor awarded by this international society for professions in technology).
- 2006 Appointed as the *Sam Lindsey Chair*, College of Business and Technology, The University of Texas at Tyler.
- 2006 *Book of the Year* award for Research in Organizations: Foundation and Methods of Inquiry (R.A. Swanson & E.F. Holton, eds.)
- 2006 *Annual Richard A. Swanson Lectureship* established in the University of Minnesota Department of Work and Human Resource Education [Inaugural lecture delivered by Steve Piersanti, CEO and President of Berrett-Koehler Publishers].
- 2005 Professor Emeritus of Human Resource Development and Adult Education, University of Minnesota.
- 2005 Selected as Chair of the *International Adult and Continuing Education Hall of Fame*.
- 2004 *Distinguished Research Professor of Human Resource Development*, University of Texas at Tyler, Summer 2004

- 2004 Inducted in the *Human Resource Development Scholar Hall of Fame*, Academy of Human Resource Development, the highest scholarly honor given in the HRD profession.
- 2003 *Distinguished Alumni Award*, University of Illinois, College of Education
- 2003 Appointed to the Board of Directors of the *International Adult and Continuing Education Hall of Fame*.
- 2003 *Outstanding Service Award* from the Academy of Human Resource Development for serving as the Founding Editor of *Advances for Developing Human Resource*.
- 2002 Appointed to the *Advisory Board* of the Oregon State University School of Education.
- 2002 *Book of the Year Award* for *Foundations of Human Resource Development* (R.A. Swanson & E.F. Holton), Academy of Human Resource Development.
- 2001 Inducted in the *International Adult and Continuing Education Hall of Fame*.
- 2000 *Outstanding HRD Scholar Award*, Academy of Human Resource Development.
- 1999 The Executive Program Book Club: selection of *Results: How to Assess Performance, Learning, and Perceptions in Organizations* (R. A. Swanson & E. F. Holton) as the main selection for club members.
- 1997 *Citation of Excellence in Management Literature* (highest quality rating) for: "Developing and maintaining core expertise in the midst of change," *National Productivity Review*, 17 (2), 29-38. (R.A. Swanson & E.F. Holton).
- 1997 *Citation of Excellence in Management Literature* (highest quality rating) for: "Training delivery problems and solutions: Identification of novice trainer problems and expert trainer solutions," *Human Resource Development Quarterly*, 8 (4), 305-314. (R.A. Swanson & S.K. Falkman).
- 1997 The Executive Program Book Club: selection of *Human Resource Development Research Handbook: Linking Research and Practice* (R. A. Swanson & E. F. Holton, Eds.) as an option for club members.
- 1997 *Performance Improvement Pathfinder* (P. Dean & D. Ripley, ISPI Press): selected as one of 10 scholar/practitioners selected by the International Society for Performance Improvement as major contributors to the development of performance improvement models.
- 1996 *Citation of Excellence in Management Literature* (highest quality rating) for: "The strategic roles of human resource development," *Human Resource Planning*, 18 (4), 10-21 (R. J. Torracco & R. A. Swanson).
- 1996-8 *President* of the Academy of Human Resource Development.
- 1995 *Richard A. Swanson Research Excellence Award* established by the American Society for Training and Development and the Academy of Human Resource Development as an annual award for the outstanding manuscript in each volume of the *Human Resource Development Quarterly*. [first award winner was in June 1995 during the annual conference].
- 1995 *Outstanding Instructional Communication Award* (book) for *Analysis for Improving Performance: Tools for Diagnosing Organizations & Documenting Workplace Expertise*, National Society for Performance and Instruction.
- 1995 *Outstanding Book Award* for *Analysis for Improving Performance: Tool for Diagnosing Organizations & Documenting Workplace Expertise*, Society for Human Resource Management.
- 1994 *Outstanding Academic Program in Human Resource Development* (R.A. Swanson & G.N. McLean for the University of Minnesota), The Academy of Human Resource Development.
- 1993 *Outstanding Scholar Award: Individual Quality and Excellence Award for Outstanding Contributions to the Academic Advancement of Human Resource Development*, American Society for Training and Development.
- 1988 *Cited for significant leadership contributions to the National Association of Industrial and Technical Teacher Education* in *The History of NAITTE* (by R. Evans, American Technical Publishers),
- 1987 *Outstanding Instructional Communication Award* (book) for *Performance At Work: A Systematic Program for Analyzing Work Behavior*, National Society for Performance and Instruction.
- 1987 *Outstanding Trainer of Trainers Award*, Southern Minnesota Chapter of the American Society for Training and Development.
- 1987 *President*, National Association of Industrial and Technical Teacher Education.
- 1986 *Professional Excellence Award for Organizational Support for Training and Development* (to R.A. Swanson and G.N. McLean), Southern Minnesota Chapter of the American Society for Training and Development.
- 1985 *Outstanding Service Award*, National Association of Industrial and Technical Teacher Educators.
- 1984 *G. Harold Silvius Outstanding Scholarly Publication in Industrial Education Award*.
- 1984 *Presidential Certificate of Appreciation for Editorial Contributions*, National Society for Performance and Instruction.
- 1981 *Outstanding Conceptual Manuscript*, *Journal of Industrial Teacher Education*.
- 1976 *Faculty Research and Development Recognition Award*, Bowling Green State University.
- 1964 *Allen Wolfe Service Award*, College of New Jersey.

- 1964 *Senior Class President*, College of New Jersey.
 1963 *Industrial Education Leadership Award*, College of New Jersey.

III. Editorial Leadership Positions

- Editorial Board Member, Human Resource Development Review. 2002-2008
(member of the small original development team for the journal)
- Founding Editor-in-Chief, Advances in Developing Human Resources. 1999-2002
- Management Board, Human Resource Development International. 1998-2002
(member of the small original development team for the journal)
- Editor, Berrett-Koehler Organizational Performance Series. 1994-present
- Founding Editor, Human Resource Development Quarterly. 1990-1993
- Editorial Board Member, Performance Improvement Quarterly. 1989-present
- Founding Editor-in-Chief, Theory-to-Practice Monograph Series, ASTD. 1987-1990
- Editor, Performance and Instruction. 1983-84
- Editor, Journal of Industrial Teacher Education. 1978-1980
- Associate Editor, Journal of Industrial Teacher Education. 1976-1977
- Editorial Board Member, Journal of Industrial Teacher Education. 1972-1975

IV. Education and Employment Record

A. Education

<u>Institution</u>	<u>Location</u>	<u>Dates Attended</u>	<u>Degree Awarded</u>
University of Illinois	Urbana, Illinois	1966-68	Ed.D.
College of New Jersey	Ewing, NJ	1964-65	M.A.
College of New Jersey	Ewing, NJ	1960-64	B.A.

B. Professional Experience

<u>Employer</u>	<u>Location</u>	<u>Position</u>	<u>Dates</u>
Swanson & Associates	St. Paul Minnesota	Principal: Performance Improvement Consulting, scholarly book writing	2009-present
The University of Texas at Tyler	Tyler, Texas	Distinguished Research Professor of Human Resource Development and the Sam Lindsey Chair, College of Business & Technology	2006-2009
University of Minnesota	St. Paul, Minnesota	Professor Emeritus of Human Resource Development & Adult Education, College of Education & Human Development	2005-lifetime
University of Minnesota	St. Paul, Minnesota	Professor of Human Resource Devel- opment & Adult Education, College of Education & Human Development	1981-2005
University of Minnesota	St. Paul,	Director, Human Resource Development Research Center	1984-2002
University of Minnesota	Minneapolis, Minnesota	Associate Professor, Industrial Education, College of Education	1979-81
University of Northern Iowa	Cedar Falls, Iowa	Professor and Graduate Studies Director, Industrial Technology College of Sciences	1978-79

Bowling Green State University	Bowling Green, Ohio	Professor and Director, Career Education & Technology Graduate Program, College of Education	1971-78
Bowling Green State University	Bowling Green, Ohio	Associate Professor and Director of Graduate Studies, Industrial Education and Technology, College of Education	1969-71
University of Illinois	Urbana, Illinois	Research Associate, Achievement Measures Project College of Education	1967-68
University of Illinois	Urbana, Illinois	Instructor, Industrial Education, College of Education	1966-67
New Jersey State Department of Education	Trenton, New Jersey	Research Associate, Ford Foundation Technology for Children Research Project	Summer 1966
Princeton High School	Princeton, New Jersey	Cooperative Trade & Industrial Coordinator	1965-66
Laurel Springs School	Laurel Springs, New Jersey	Industrial Education Instructor, Grades 5-8	1963-65

C. Private Sector Experience

<u>Employer</u>	<u>Location</u>	<u>Position</u>	<u>Dates</u>
Swanson & Associates. Inc.	Ohio, Iowa, and Minnesota	Organizational Performance Improvement and Human Resource Development Consultant	1972-present
Self-Employed	Trenton, New Jersey	Residential Construction	1964-65
Swanson Hardware & Industrial Supply, Inc.	Vineland, New Jersey	Industrial sales and service	1957-64

V. Disciplined Inquiry

(* = refereed; + = chapter; ++ = book/monograph; major author listed first)

A. Bibliography

- ++ 269. Knowles, M. S, Holton, E. F. & Swanson, R. A. (2011). The adult learner: The definitive classic in adult education and human resource development - 7th edition. London: Elsevier.
- ++ 268. Swanson, R. A. & Holton, E. F. (2010), Foundations of human resource development 2nd edition. (Chinese Translation). Taipei: Wunan Book Company.
- ++ 267. Swanson, R. A. (2009). Analysis for improving performance: Tools for diagnosing organizations and documenting workplace expertise 2nd edition. (Korean translation). Seoul: Hakjisa.
- ++ 266. Swanson, R. A. (2009). Analysis for improving performance: Tools for diagnosing organizations and documenting workplace expertise 2nd edition. (Chinese translation). Beijing.

- ++ 265. Swanson, R. A. (2009). Knowles, M. S. Holton, E. F., & Swanson, R. A. (2007). The adult learner 6th edition: The definitive classic in adult education and human resource development (Polish Translation). Warsaw: Wydawnictwo Naukowe Pwn
- ++ 264. Swanson, R. A. (2009). Knowles, M. S. Holton, E. F., & Swanson, R. A. (2007). The adult learner 6th edition: The definitive classic in adult education and human resource development (Brazilian Translation). Rio de Janeiro: Elsevier Editor Ltda.
- 263. Swanson, R. A. (2009). Human resource development quarterly: In the beginning. Human Resource Development Quarterly, 20 (1), 3-5.
- ++ 262. Swanson, R. A. & Holton, E. F. (under contract), Foundations of human resource development, 2nd edition. (Korean translation) Seoul, Hakjisa.
- ++ 261. Swanson, R. A. (under contract). Analysis for improving performance: Tools for diagnosing organizations and documenting workplace expertise 2nd edition. (Korean translation). Seoul: Hakjisa.
- ++ 260. Swanson, R. A. & Holton, E. F. (2009), Foundations of human resource development, 2nd edition. San Francisco: Berrett-Koehler.
- * 259. Swanson, R. A. (2008). Economic foundation of human resource development: Advancing the Theory and practice of the discipline. Advances in Developing Human Resources. 10(5), 1-7.
- * 258. Allen, W. C., Fischer, M. & Swanson, R. A. (2008). Economics: Challenges and opportunities for human resource development. Advances in Developing Human Resources. 10(5), 100-105.
- * 257. Wang, G. G. & Swanson, R. A. (2008). Economics and human resource development: A rejoinder. Human Resource Development Review. 7 (3), 358-362.
- ++ 256. Swanson, R. A. & Holton, E. F. (2008), Foundations of human resource development. (Chinese Translation). Beijing: Tsinghua University Press
- * 255. Swanson, R. A. (2008). Seeing scenarios. Advances in Developing Human resources. 10 (2), p. 127-128.
- * 254. Chermack, T. J. & Swanson, R. A. (2008). Scenario planning: Human resource development's strategic learning tool. Advances in Developing Human Resources. 10 (2). p. 129-146.
- * 253. Wang, G. G. & Swanson, R. A. (2008). The idea of national human resource development: An analysis based on economics and theory development methodology. Human Resource Development Review. 7 (1), p. 79-106.
- 252. Swanson, R. A. (December, 2007). Managing: Nurturing workplace expertise. Security Management. p. 141-143.
- ++ 251. Knowles, M. S. Holton, E. F., & Swanson, R. A. (2007). The adult learner 6th edition: The definitive classic in adult education and human resource development (Lithuanian Translation). Lietuva, Lithuania: Ministry of Education and Science.
- 252. Swanson, R. A. (2007). Theory framework for applied disciplines: Boundaries, contributing, core, useful, novel, and irrelevant components. Human Resource Development Review. 6 (3), p. 321-339.
- ++ 250. Knowles, M. S. Holton, E. F., & Swanson, R. A. (2007). The adult learner 6th edition: The definitive classic in adult education and human resource development (Arabic Translation). Abu Dhabi: ILLAFTrain.
- * 249. Swanson, R. A. (2007). Intergalactic human resource development. Human Resource Development International. 10 (4), pp. 455-457.
- ++ 248. Swanson, R. A. (2007). Analysis for improving performance: Tools for diagnosing organizations and documenting workplace expertise 2nd edition. San Francisco: Berrett-Koehler.
- ++ 247. Knowles, M. S. Holton, E. F., & Swanson, R. A. (2007). The adult learner 6th edition: The definitive classic in adult education and human resource development (German Translation). Slovenia: Spectrum.
- 246. Swanson, R. A. (2006). Anyone? Anyone? Anyone? Human Resource Development Quarterly. 17(4), pp. 365-369.
- * 245. Allen, W.C. & Swanson, R. A. (2006). Systematic training: straightforward and effective. In W. C. Allen. The ADDIE Training System Revisited. Advances in Developing Human Resources. 8(4), pp. 427-429.
- * 244. Swanson, R. A. & Dobbs, R. (2006). The future of systemic and systematic training. In W. C. Allen. The ADDIE Training System Revisited. Advances in Developing Human Resources. 8(4), pp. 548-554.

- ++ 243. Swanson, R. A. & Holton, E. F. (2005), Foundations of human resource development. (Taiwanese Translation) Wu-Nan Books: Taiwan.
- ++ 242. Swanson, R. A. & Holton, E. F. (Eds.) (2005). Research in organizations: Foundations and Methods of Inquiry. San Francisco: Berrett-Koehler. [AHRD Book of the Year]
- ++ 240. Knowles, M. S. Holton, E. F., & Swanson, R. A. (2005). The adult learner 6th edition: The definitive classic in adult education and human resource development. Boston: Elsevier
- * 239. Swanson, R. A. (2005). Evaluation, a state of mind. Advances in Developing Human Resources. 7 (1), 16-21.
- 238. Swanson, R. A. (2004). Unisex research. Human Resource Development Quarterly. 1(15), 50-53.
- * 237. Swanson, R. A. (2003). Decision-making hotline..... call 1-800-888 now! Advances in Developing Human Resources. 5(4) 363-364.
- * 236. Swanson, R. A. (2003). Decision premises and their implications for developing decision-making expertise. Advances in Developing Human Resources. 5(4) , pp. 378-392.
- + 235. Aliaga, O. A., & Swanson, R. A (2003). Economic foundation of HRD. In M. J. Marquardt & Viwe Mtshontshi (Eds.). Encyclopedia of Life Support Systems. Oxford, UK: UNESCO/EOLSS Publishers (<http://www.eolss.net/E1-10-toc.aspx>).
- + 234. Swanson, R. A. (2003). Financial Aspects of Human Resource Development. M. Marquardt (Ed.), Vol. 10. Human Resources and Their Development. Encyclopedia on Life Support Systems. Paris: UNESCO.
- 233. Swanson, R. A. (2003). A disservice to the ideas of theory, research, and expertise. Human Resource Development Review. 2(2), pp. 206-210.
- + 232. Swanson, R. A. (2003). Transfer is just a symptom: The neglect of front-end analysis. In E. Holton and T. Baldwin (Eds.) Improving Learning Transfer in Organizations. San Francisco, Jossey-Bass. pp. 119-137.
- ++ 231. Knowles, M. S., Holton, E. F., & Swanson, R. A. (2002). The adult learner- fifth edition: The definitive classic in adult education and human resource development. Arab Centre for Arabization, Translation, Authorship, and Publication.
- * 230. Chermack, T. & Swanson, R. A. (2002). Game Theory and Implications for HRD Theory and Strategic Practices. In T. Egan & S. Lynham (Eds.), Academy of Human Resource Development 2002 Conference Proceedings. Bowling Green, OH: Academy of Human Resource Development. pp. 584-591
- + 229. Swanson, R.A. & Holton, E. F. (2003). Measured Employee Development and Verification of Core Expertise. In N. Burkholder, P. Edwards, & L. Sartain (Eds.), On Staffing: Advice and Perspectives. New York: McGraw-Hill. pp. 340-350.
- 228. Swanson, R. A. (2002). Postmodern garage sale. Human Resource Development Review. 1(2). 269-272.
- 227. Swanson, R. A. (2002). Keep your metaphor.... please! Human Resource Development Quarterly. 13(2). 225-226.
- ++226. Swanson, R. A. & Holton, E. F. (2002). Resultados: Cómo evaluar el desempeño, el aprendizaje y la percepción en las organizaciones. Mexico City: Oxford University Press. (Spanish translation of Results)
- ++ 225. Swanson, R. A. (2001). Preface - Origins of contemporary human resource development. Advances in Developing Human Resources. 3(2). pp. 115-116.
- ++ 224. Swanson, R. A. (Ed.) (May, 2001). Origins of contemporary human resource development. Advances in Developing Human Resources. 3(2).
- * 223. Swanson, R. A. (2001). Human resource development and its underlying theory, Human Resource Development International. 4(3) pp. 299-312.
- ++ 222. Swanson, R. A. (2001). Assessing financial benefits of human resource development. Cambridge, MA: Perseus.
- ++ 221. Swanson, R. A. & Holton, E. F. (2001), Foundations of human resource development. San Francisco: Berrett-Koehler. [AHRD Book of the Year]
- * 220. Swanson, R. A. (2001). The theory challenge facing human resource development. Academy of Human Resource Development 2001 Conference Proceedings. Baton Rouge, LA. pp. 1012-1017.
- * 219. Holton, E. F., Swanson, R. A., & Naquin, S. (2001). Andragogy in practice: Clarifying the andragogical model of adult learning. Performance Improvement Quarterly. 14(1), 118-143.

218. Knowles, M. S., Holton, Elwood F. III, & Swanson, R. A. (2000). Andragogía. El aprendizaje de los adultos. Mexico City: Oxford University Press. (Spanish translation of *The Adult Learner*)
- * 217. Swanson, R. A. (2000). Core Beliefs: The Up Side and the Down Side. In G. Roth & W. Ruona (Eds.) Philosophy in Human Resource Development. Berrett-Koehler; San Francisco. pp. 34-38.
216. Swanson, R. A. (2000). Theory and other irrelevant matters. Human Resource Development International. 3(3) pp. 273-278.
- * 215. Swanson, R. A., Ruona, W. E. A., Torraco, R. J. (2000). Theory building research in HRD—Pushing the Envelope! Academy of Human Resource Development 2000 Conference Proceedings. Baton Rouge, LA. pp. 1125-1130.
- * 214. Swanson, R. A. (2000). Economic analysis of human resource development: Update of the theory and practice. In P. Kuchinke (Ed.) Academy of Human Resource Development 2000 Conference Proceedings. Baton Rouge, LA. pp. 134-140.
- * 213. Swanson, R. A. (2000). Strategic roles of human resource development in the new millenia. In P. Kuchinke (Ed.) Academy of Human Resource Development 2000 Conference Proceedings. Baton Rouge, LA. pp. 196-204.
212. Swanson, R. A. (1999). HRD theory, real or imagined? Human Resource Development International. 2 (1), 2-5.
- *+ 211. Swanson, R. A. (1999). The foundations of performance improvement and implications for practice. In R. Torraco (Ed.), The theory and practice of performance improvement. Berrett-Koehler: San Francisco. pp. 1-25.
- + + 210. Swanson, R. A. & Holton, E. F. (1999). Results: How to assess performance, learning, and perceptions in organizations. San Francisco: Berrett-Koehler.
- * 209. Swanson, R. A. & Holton, E. F. (1999). Results assessment system: from evaluation to assessment. In P. Kuchinke (Ed.) Academy of Human Resource Development 1999 Conference Proceedings. Baton Rouge, LA. pp. 989-996.
- * 208. Swanson, R. A. et. al. (1999). Service guarantees and strategic service quality performance through human resource development at Radisson Hotels Worldwide. In P. Kuchinke (Ed.) Academy of Human Resource Development 1999 Conference Proceedings. Baton Rouge, LA: AHRD. pp. 380-385.
- * 207. Holton, E. F. & Swanson (1999). Re-framing the andragogical model for adult learning. In P. Kuchinke (Ed.) Academy of Human Resource Development 1999 Conference Proceedings. Baton, Rouge: AHRD. pp. 20-28.
- * + 206. Swanson, R. A. (1999). Demonstrating return on investment in performance improvement projects. In H.D. Stolovitch & E.J. Keeps (Eds.) Handbook of Human Performance Technology- 2nd edition, San Francisco: CA: Jossey-Bass. pp. 813-842.
- * 205. Hill, A.V., Guers, S.E., Hays, J.M., John, G., Johnson, D.W. & Swanson, R.A. (1998). Service guarantees and strategic service quality performance metrics at Radisson. Journal of Strategic Performance Management. 2(4), 27-31.
- + 204. Ruona, W. E. A. & Swanson, R. A. (1998). Foundations of human resource development. In B. Stewart & H. Hall (Eds). Beyond Tradition: Preparing HRD Educators for Tomorrow's Workforce. Columbia, MO: UCWHRE. pp. 1-31.
203. Swanson, R. A. (1998). Demonstrating the financial benefit of human resource development: Status and update on the theory and practice. Human Resource Development Quarterly. 9 (3), 285-295.
- * + 202. Mattson, B., Quartanna, L., & Swanson, R. A. (1998). Assessing management development programs with the critical outcome technique. In J. Phillips (Ed.), Implementing Evaluation Systems and Processes. Alexandria, VA: ASTD Press. pp. 211-228. Also published in R. Torraco (Ed.) Academy of Human Resource Development 1998 Annual Proceedings.
- ++ 201. Knowles, M. S., Holton, E. F., & Swanson, R. A. (1998). The adult learner- fifth edition: The definitive classic in adult education and human resource development. Houston: Gulf Publishing.
- + 200. Swanson, R. A. (1998). Analysis for improving performance. In P. Dean & D. Ripley (Eds.), Performance Improvement Interventions: Culture and Systems Change. Washington, DC: ISPI Press. pp. 138-162.
199. Swanson, R. A. (1998). The witch doctor's pharmacist, Human Resource Development International. 1 (1), 7-8.

- * 198. Swanson, R. A. (1998). Identification, training, and certification of expertise required of core business processes. In R. Torraco (Ed.) Academy of Human Resource Development 1998 Annual Proceedings. pp. 317-324.
- * 197. Swanson, R. A. (1998). Demonstrating the financial benefit of HRD. In R. Torraco (Ed.) Academy of Human Resource Development 1998 Annual Proceedings.
- * 196. Swanson, R. A., Lynham, S., Ruona, W. E., & Provo, J. M. (1998). Human resource development's role in supporting and shaping strategic organizational planning. In R. Torraco (Ed.) Academy of Human Resource Development 1998 Annual Proceedings. pp. 589-594.
- * 195. Swanson, R. A. (1998). Theory of human resource development. In R. Torraco (Ed.) Academy of Human Resource Development 1998 Annual Proceedings. pp. 880-887.
- * 194. Swanson, R. A. & Holton, E. F. (1998). Developing and maintaining core expertise in the midst of change. National Productivity Review. 17(2), 29-38.
- + 193. Ruona, W.E.A. & Swanson, R. A. (1998). Foundations of human resource development. In B. Stewart & H. Hall (Eds.), Preparing HRD Educators for Tomorrow's Workforce. Columbia, Missouri; University Council for Workforce & Human Resource Education. pp. 1-31.
- + 192. Swanson, R. A. & Mattson, B. (1998). Electronic support for the performance-learning-satisfaction evaluation system. In P. Dean & D. Ripley (Eds.), Performance Improvement Interventions: Performance Technologies in the Workplace. Washington, DC: ISPI Press. pp. 400-420.
- 191. Swanson, R. A. (1997). TADD (theory application deficit disorder) short. Human Resource Development Quarterly. 8(3), 193-195.
- * + 190. Torraco, R. J. & Swanson, R. A. (1997). The strategic audit of HRD as a change intervention. In E. Holton (Ed.), Leading Organizational Change. Alexandria: ASTD Press. pp. 99-121.
- * + 189. McClernon, T. M. & Swanson, R. A. (1997). Redefining human resource development's role in the corporation: A case study on becoming a world-class business partner. In E. Holton (Ed.), Leading Organizational Change. Alexandria: ASTD Press. pp. 1-21.
- * 188. Swanson, R. A., Provo, J., Gamble, T. & Tillson, T. (1997). The locus of control in the adult learning planning process: A research agenda. In R. Torraco (Ed.) Academy of Human Resource Development 1996 Annual Proceedings. pp. 220-227.
- * + 187. Swanson, R. A. & Arnold, D. E. (1997). The purpose of human resource development is to improve organizational performance. In R. W. Rowden (Ed.) Workplace Learning: Debating the Future of Educating Adults in the Workplace. San Francisco: Jossey-Bass. Also in R. Torraco (Ed.) Academy of Human Resource Development 1996 Annual Proceedings. pp. 646-651.
- * 186. Lynham, S. A. & Swanson, R. A. (1997). Development and evaluation of a model of responsible leadership for performance. In R. Torraco (Ed.) Academy of Human Resource Development 1996 Annual Proceedings. pp. 570-576.
- * 185. Swanson, R. A., et al. (1997). The locus of control in the adult learning planning process. In R. Torraco (Ed.) Academy of Human Resource Development 1996 Annual Proceedings. pp. 220-227.
- * 184. Swanson, R. A. & Mattson, B. W. (1997). Development and validation of the critical outcome technique. In R. Torraco (Ed.) Academy of Human Resource Development 1996 Annual Proceedings. pp. 64-71.
- * 183. Swanson, R. A. (1997). Valuing diversity: Beyond humanism to a human performance perspective. The Journal for Vocational Special Needs Education. 19(2), 52-55.
- * 182. Swanson, R. A. & Falkman, S. K. (1997). Training delivery problems and solutions: Identification of novice trainer problems and expert trainer solutions. Human Resource Development Quarterly, 8(4), 305-314.
- + 181. Swanson, R. A. (1997). HRD research: Don't go to work without it. In R. A. Swanson & E. F. Holton (Eds.). Human resource development research handbook: Linking research and practice. San Francisco: Berrett-Koehler. pp. 3-20.
- ++ 180. Swanson, R. A & Holton, E. F. (Eds.) (1997). Human resource development research handbook: Linking research and practice. San Francisco: Berrett-Koehler.
- 179. Swanson, R. A. & Arnold, D. E. (1996). The purpose of human resource development is to improve organizational performance. In R. W. Rowden (Ed). Workplace Learning: Debating Five Critical Questions of Theory and Practice- New Directions for Adult and Continuing Education. 72(4). pp. 13-19.

178. Swanson, R. A. (1996). From analysis to performance improvement. Training and Development Yearbook 1995-1996. pp. 360-361.
177. Swanson, R. A. & Swanson, B. L. (1996). Audit report of human resource development practices in a large multinational corporation. St. Paul: University of Minnesota HRD Research Center.
176. Swanson, R. A. (1996). In praise of the dependent variable. Human Resource Development Quarterly. 7(3), 203-207.
- * + 175. Swanson, R. A. (1996). Backyard research in human resource development. In R. Craig (Ed.) Training and Development Handbook- Fourth Edition, McGraw Hill. pp. 357-369.
- * 174. Swanson, R. A. & Zuber, J. (1996). A case study of a failed organization development intervention rooted in the employee survey process. Performance Improvement Quarterly. 9(2), pp. 42-56
- * 173. McClernon, T. R. & Swanson, R. A. (1996). The partnership journey from satisfaction to performance: Human resource development becomes a world-class business partner. In E. Holton (Ed.) Academy of Human Resource Development 1996 Annual Proceedings. pp. 844-849.
- * 172. Swanson, R. A. (1996). PLS evaluation system: Sales communication case study. In E. Holton (Ed.) Academy of Human Resource Development 1996 Annual Proceedings. pp. 718-725.
- + 171. Swanson, R. A. (1996) Performance learning satisfaction evaluation system: The application of the three-domain evaluation model to performance improvement, human resource development, organization development, and training and development. University of Minnesota: Human Resource Development Research Center. Also published in P. Dean (Ed.) (1997), Founders of Performance Technology. Washington, DC: ISPI Press.
- * 170. Falkman, S. K. & Swanson, R. A. (1996). Training delivery problems and solutions. In E. Holton (Ed.) Academy of Human Resource Development 1996 Annual Proceedings. pp. 353-359.
- * 169. Swanson, R. A. (1996). Training for performance system field handbook. St. Paul: Swanson & Associates, Inc.
- * 168. Torracco, R. J. & Swanson, R. A. (1995). The strategic roles of human resource development Human Resource Planning. 18 (4), pp. 10-21.
167. Swanson, R. A. (1995). Valuing diversity from a performance perspective. In J. Brown (Ed.) Diversity Conference Proceedings. St. Paul, University of Minnesota, pp. 1-9.
- + 166. Zuber, J. & Swanson, R.A. (1995). The dark side of organizations. In J. Phillips & E. Holton (Eds.) HRD Needs Analysis. Alexandria: ASTD Press, pp. 297-312.
- * 165. Swanson, R. A. (1995). Human resource development: Performance is the key. Human Resource Development Quarterly. 6 (2), 207-213.
- * 164. McClernon, T.R. & Swanson, R.A. (1995). Team building: An empirical investigation of computer-based interventions on work groups. Human Resource Development Quarterly. 6(1), 54-65.
163. Swanson, R. A. & Torracco, R.J. (1994). Technical training's challenges and goals. Technical & Skills Training. 5 (7), 18-22.
- + 162. Sleezer, C. M. & Swanson, R. A. (1994). Measuring the effects of an organization development program. In J. Phillips (Ed.), Measuring Return On Investment. Alexandria: ASTD Press, pp. 223-234.
- * + 161. Swanson, R. A. & Torracco, R. J. (1994). Chapter 1: History of technical training. In L.A. Kelly (Ed.) ASTD Technical and Skills Training Handbook. New York: McGraw-Hill. pp. 1-47.
160. Swanson, R. A. (1994). Book Review: Towards design standards for curriculum consistency in corporate education by J. Kessels. Enschede: University of Twente. Opleiding & Ontwikkeling. pp. 55-56.
- + + 159. Swanson, R. A. (1994). Analysis for improving performance: Tools for diagnosing organizations and documenting workplace expertise. San Francisco: Berrett-Koehler. [SHRM Book of the Year and ISPI Book of the Year]
158. Swanson, R. A. & Nijhof, W. (1994, March-April). Measuring transfer of learning. Adult Learning. 28-29.
157. Swanson, R. A. (1993). An HRD manifesto. Human Resource Development Quarterly. 4(4), 327-329.
- * 156. Swanson, R. A. & Torracco, R. J. (1993). Auditing the strategic alignment of quality improvement, organization development, and training programs to the business. St. Paul, MN: Training and Development Research Center, University of Minnesota.

155. Swanson, R. A. (1993). Scientific management is a sunday school picnic compared to reengineering. Human Resource Development Quarterly. 4 (3). 219-221.
154. Swanson, R. A. (1993). Business partner: An HRD mandate, Human Resource Development Quarterly. 4 (2), 121-123.
153. Swanson, R. A. (1993). No such thing as a second class customer. Human Resource Development Quarterly. 4 (1), 1-3.
- * 152. Swanson, R. A. & Law, B. (1993). Whole-part-whole learning model. Performance Improvement Quarterly. 6 (1), pp. 43-53.
151. Swanson, R. A. (1992). Valuing diversity without performance is a ticket to mediocrity. Human Resource Development Quarterly. 3 (4), 319-321.
150. Swanson, R. A. (1992). Pick a system, any system. Human Resource Development Quarterly. 3 (3). pp. 213-214.
- * + 149. Swanson, R. A. (1992). Demonstrating financial benefits to clients. In H.D. Stolovitch & E.J. Keeps (Eds.) Handbook of Human Performance Technology, San Francisco: CA: Jossey-Bass. pp. 602-618.
148. Swanson, R. A. (1992). Quality and morality: The secret to life. Human Resource Development Quarterly. 3 (2), 109-111.
- * 147. Sleezer, C.A. & Swanson, R.A. (1992). Culture surveys: A tool for improving organization performance. Management Decision. 30 (2) pp. 22-29.
146. Swanson, R. A. (1992). Lost culture, lost expertise. Human Resource Development Quarterly. 3 (1), 1-2.
145. Swanson, R. A. (1991). Quality improvement practices in Minnesota businesses and industries. St. Paul, MN: Training and Development Research Center, University of Minnesota.
144. Swanson, R. A. (1991). Do you do voodoo? Human Resource Development Quarterly. 2 (4), 305-306.
143. Sleezer, C., Swanson, R. A. et al (1991). Training effectiveness evaluation : A case study. University Park, PA: Institute for Research in Training and Development, Penn State University.
142. Swanson, R. A. (1991). Ready-aim-frame. Human Resource Development Quarterly. 2 (3), 203-205.
141. Swanson, R. A. (1991). Only simple solutions will win. Human Resource Development Quarterly. 2 (2), 99-100.
140. Swanson, R. A. et al (1991). Lessons for managers: England's human resource dilemmas. Performance Improvement Quarterly. 4 (2), 59-68.
139. Swanson, B.L. & Swanson, R.A. (1991). Self-directed work teams. Management Memo. Menomonie, WI. 24, 33-36.
- + 138. Swanson, R. A. & Knapp, B.K. (1991). Not another ##@**@# meeting! Innovative Meeting Management. Austin, TX: 3M Meeting Management Institute. pp. 1-5.
- ++ 137. Swanson, R. A. & Knapp, B.K. (Eds.) (1991). Innovative Meeting Management. Austin, TX: 3M Meeting Management Institute.
136. Swanson, R. A. (1991). The HRD roller coaster. Human Resource Development Quarterly. 2 (1), 1-2.
135. Swanson, R. A. (1990). Counter-top theory. Human Resource Development Quarterly. 1 (4), 319-320.
- ++ 134 McLean, G.N., Damme, S.R., & Swanson, R.A. (Eds.) (1990). Performance appraisal: Perspectives on a quality management approach. Alexandria, VA: American Society for Training and Development.
133. Swanson, R.A. (1990). HRD paranormal interventions. Human Resource Development Quarterly. 1 (3), 207-208.
132. Swanson, R. A. (1990). HRD and the global economy. Human Resource Development Quarterly. 1 (2), 105-107.
131. Swanson, R. A. (1990). Trust in the workplace. In R. Jacobs (Ed.) Organizational Issues and Human Resource Development Research Questions. Columbus, OH: UCTDR, 54-58.
- * 130. Sisson, G.R. & Swanson, R.A. (1990, May). Improving work performance. Educational Technology. 30 (5), 16-20.
129. Swanson, R. A. (1990). Experience: A questionable teacher. Human Resource Development Quarterly. 1 (1), 1-4

- * + 128. Swanson, R. A. (1989). Everything important in business is evaluated. In R.O. Brinkerhoff (Ed.) New Directions in Program Evaluation - Evaluating Training Programs in Business and Industry. San Francisco; Jossey-Bass, 44, pp. 71-82.
127. Swanson, R.A. (1989). Pronostico de los beneficios financieros en el desarrollo de recursos humanos. Desarrollo Humano Y Competitividad Organizacional. Mexico City, Association Mexicana de Capacitation de Personal, pp. 64-69.
126. Swanson, R. A. & Sleezer, C.M. (1989, October). Culture Surveys as a Method of Monitoring and Guiding Corporate Change. St. Paul, MN: University of Minnesota Training and Development Research Center.
- + 125. Swanson, R. A. & Sleezer, C.M. (1989). Measurement practice meets measurement science. In C.M. Sleezer (Ed.) Improving Human resource development through measurement. Alexandria, VA: American Society for Training and Development. pp. 1-4.
124. Sleezer, C. M. & Swanson, R.A. (1989). Is your training department out of control? Performance and Instruction Journal, 28 (5), 22-26.
123. McLean, G. N. & Swanson, R.A. (1989). Training and development: An alternative program for vocational teacher education. Occupational Education Forum.
- + 122. McLean, G. & Swanson, R.A. (1988). Private sector perspective on strategic planning of employment and training for regional economic development. In G. Cheek (Ed.), Regional Strategic Planning for Employment and Training: Reality or Fantasy? University of Tennessee, Knoxville, TN
- * 121. Swanson, R. A. & Sleezer, C.M. (1988). Determining financial benefits of an organization development program. Performance Improvement Quarterly, 2(1), 55-65.
- + + 120. Swanson, R. A., & Gradous, D. (1988). Forecasting financial benefits of human resource development. San Francisco, CA: Jossey-Bass Publishers.
119. Swanson, R. A. & Sleezer (1988, April). Amsco Culture Survey: Data Base for quality and productivity programs. St. Paul, MN: Training and Development Research Center, University of Minnesota.
- * 118. Swanson, R. A. (1988). Research and development (and other life and death matters). Performance Improvement Quarterly, 1 (1), 69-82.
- * 117. Murphy, B. P. & Swanson, R.A. (1988). Auditing training and development. Journal of European Industrial Training, 12(2), 13-16.
- * 116. Swanson, R. A. & Sleezer, C.M. (1988). Organizational development: What's it worth? Organizational Development Journal, 6 (1), 37-42.
- * 115. Bjorkquist, D.C. & Swanson, R.A. (1987). \$10,000 worth of dreams. Journal of Epsilon Pi Tau, 13(1), pp. 29-31.
- * 114. Swanson, R. A. & Sleezer, C.M. (1987). Training effectiveness evaluation. Journal of European Industrial Training, 11 (4), 7-16.
- * 113. Swanson, R. A. (1987). Training technology system: A method for identifying and solving training problems in industry and business. Journal of Industrial Teacher Education, 24(4), 7-17.
112. Swanson, R. A. (1987). Talk is cheap! News and Views, 8(1), 1, 2.
- + + 111. Swanson, R. A. & Gradous, D. (Ed.) (1987). Adapting Human Resources to Organizational Change. Alexandria, VA: American Society for Training and Development.
- * + 110. Swanson, R. A. & Geroy, G.D. (1987). Forecasting the economic benefits of training. In P. Goldstein (Ed.), The 1987 Annual: Developing Human Resources. San Diego, CA: University Associates.
109. Swanson, R. A. (1987). Training and development contribution to the bottom-line. Spectrum, 14 (1), 1 & 5.
- * 108. Sleezer, C. M. & Swanson, R.A. (1986). Controlling the instructional development process. Journal of Instructional Development, 9(4), 11-13.
107. Swanson, R. A. (1986, Fall). Don't miss it! News and Views, 7(3), 1-2.
- + + 106. Swanson, R. A., & Gradous, D. (1986). Performance at work: A systematic program for evaluating work behavior. New York: John Wiley & Sons. [NSPI Book of the Year]
105. Sleezer, C., Geroy, G., & Swanson, R.A. (1985, December). Validation of the benefit forecasting method: Organization development program to increase health organization membership. St. Paul, MN: Training and Development Research Center, University of Minnesota.

- * 104. McClelland, J., & Swanson, R.A. (1985). Computers, wisdom, and families. Family Perspective, 19(4), 223-230.
- 103. Prifrel, R.J., Swanson, R.A., & Geroy, G.D. (1985, June). Forecasting the financial benefits of quality-based electronics manufacturing training. St. Paul, MN: Training and Development Research Center, University of Minnesota.
- * 102. Swanson, R. A., & Bjorkquist, D.C. (1985). Please, may I have an incomplete? Journal of Industrial Teacher Education, 22(4), 55-56.
- 101. Swanson, R. A., Sisson, G.R., & Summers, K. (1985). Instructional design: The basics. Training, 22(8), 73, 75, 76.
- * 100. Swanson, R. A. (1985). Establishing and nurturing cooperative research and development projects. Journal of Epsilon Pi Tau, 10(3), 622-65.
- 99. Swanson, R. A. (1985). A business person first. Performance & Instruction Journal, 24(7), pp. 10-11.
- 98. Swanson, R. A. (1985). Roger, over and out! Performance & Instruction Journal, 24(5), p. 5.
- * 97. Swanson, R. A., Horton, G.R., & Kelly, V. (1985, May). Exploitation: One view of industry and business. St. Paul, MN: Training and Development Research Center, University of Minnesota. Reprinted in (1986) Journal of Industrial Teacher Education, 25(1), 12-22.
- 96. Swanson, R. A. (1985, Spring). What's new in technical teacher education. News and Views, p. 4.
- * + 95. DeGideo, S., & Swanson, R.A. (1985, April). Human resource development bibliography: Abstracts of the core documents in the profession. St. Paul, MN: Training and Development Research Center, University of Minnesota. Reprinted in D.W. Miller of S.T. Barnett (Ed.) (1986). Doing research in human resource development. Alexandria, VA: American Society for Training and Development.
- 94. Swanson, R. A. (1985). Industrial education: Fix it, leave it alone, or junk it? Journal of Industrial Teacher Education, 22(3), 61-63.
- 93. Zuga, K.R., & Swanson, R.A. (1985). Iacocca: An autobiography (book review). Journal of Industrial Teacher Education, 22(3), 75-77.
- + + 92. Swanson, R. A., & Sisson, G.R. (1985). Training technology system-abridged edition. Littleton, CO: Paradigm Corporation.
- 91. Swanson, R. A., & Geroy, G.D. (1985, February). Validation of the training-benefit forecasting method: Recreational vehicle service training. St. Paul, MN: Training and Development Research Center, University of Minnesota
- 90. Swanson, R. A. (1985). The Detroit connection, Journal of Industrial Teacher Education, 22(2), 78-79.
- * + 89. Swanson, R. A. (Ed.) (1984). Research problems unique to industrial education. National Association of Industrial and Technical Educators.
- * 88. Geroy, G. D., & Swanson, R.A. (1984). Forecasting training costs and benefits in industry. Journal of Epsilon Pi Tau, 10(2), 15-19.
- 87. Heidary, F., Swanson, R.A., & Geroy, G.D. (1984, July). Validation of the training benefit forecasting method: Punctuation and grammar testing. St. Paul, MN: Training and Development Research Center, University of Minnesota.
- 86. Swanson, R. A., & Geroy, G.D. (1984, April). Forecasting the economic benefits of training. St. Paul, MN: Training and Development Research Center, University of Minnesota.
- 85. Bjorkquist, D.C., & Swanson, R.A. (1984, Spring). Is foreign language for real? Minnesota Industrial Arts Newsletter, p. 5.
- 84. Swanson, R. A. (1984, Spring). What's new in technical teacher education. News and Views, p. 4.
- 83. Swanson, R. A. (1984). Hold the press. The Technology Teacher, 43(6), 2.
- 82. Swanson, R. A. (1984). Performance--With or without instruction. Performance & Instruction Journal, 23(2), 2.
- 81. Swanson, R. A. (1984). Women at work. Performance & Instructional Journal, 23(1), 2.
- 80. Swanson, R. A. (1983, December 16). To achieve excellence, students need a quality curriculum. St. Paul Dispatch, p. 11. (Reprinted in the March 1984 Minnesota Industrial Arts Newsletter).
- 79. Swanson, R. A. (1983). Agony and ecstasy of research. Performance & Instruction Journal, 22(10), 2.
- 78. Swanson, R. A. (et al.) (1983). Professional development needs of Minnesota industrial arts teachers. St. Paul, MN: University of Minnesota.
- 77. Swanson, R. A. (1983). Doing what comes artificially. Performance & Instruction Journal, 22(9),

- 2.
76. Swanson, R. A. (1983). Paper performances. Performance & Instruction Journal, 22(8), 2.
- * 75. Swanson, R. A., & Mosier, N.R. (1983). Adult education in America. Training, 20(10), 54-55, 58-60, 64, 66, 68.
74. Bjorkquist, D.C., & Swanson, R.A. (1983). Legislative activities of MIAA. Minnesota Industrial Arts Association Newsletter, 18.
73. Swanson, R. A. (1983). Secrecy and lying. Performance & Instruction Journal, 22(7), 2.
72. Swanson, R. A. (1983). Why did you do it? Performance & Instruction Journal, 22(6), 2.
- * 71. Swanson, R. A. (1983). A rejoinder to technology education: A critical view. Journal of Epsilon Pi Tau, 9(1), 50-53.
70. Swanson, R. A., & Bjorkquist, D.C. (1983, May). Legislative activities: Cost-benefit analysis. Minnesota Industrial Arts Newsletter, 9-11.
69. Swanson, R. A. (1983). Equity and economics. Performance & Instruction Journal, 22(5), 2.
68. Swanson, R. A. (1983). A time between eras. Performance & Instruction Journal, 22(4), 2.
- + + 67. Swanson, R. A. (Ed.) (1983). A view of industry. St. Paul, MN: University of Minnesota.
- * 66. Swanson, R. A., & Sisson, G.R. (1983). Analyzing process and troubleshooting work behavior. Performance & Instruction Journal, 22(2), 19-22.
65. Swanson, R. A. (1983). If it's working – mess with it! Performance & Instruction Journal, 22(3), 2.
- + 64. Swanson, R. A., & Bjorkquist, D.C. (1983). Case studies in moving the classroom to industry. In P. Gentilman (Ed.), Academic Programs and the World of Work (pp. 174-182). Washington, DC: American Society for Training and Development.
63. Swanson, R. A. (1982). High technology, training and crystal balls. The Criterion, 1-2.
- * 62. Swanson, R. A., Lewis, D.R., & Boyer, C.M. (1982). Industrial training and economic evaluation. Program Development and Evaluation in the Private Sector. Oslo, Norway: Norwegian National Academy of Banking.
- + 61. Swanson, R. A. (1982). Chapter 3 - Content analysis: Beyond job and task analysis. In C. Bradley & J. Friedenberg (Eds.), Vocational-Technical Education for the Eighties (pp. 53-87). Miami, FL: International Dynamics.
- * + 60. Swanson, R. A. (1982). Industrial training. In W.H. Mitzel (Ed.), 5th Encyclopedia of Educational Research (pp. 864-870). New York: Macmillan.
- * 59. Swanson, R. A. (1981). Technology education: A critical view. Journal of Epsilon Pi Tau, 7(2), 48-49. (Reprinted in MIAA Newsletter, Spring, 1983, 9-11).
58. Swanson, R. A., & Bjorkquist, D.C. (1981). Technology education: A good beat, but, hard to dance to! Technology Education Symposium II (pp. 14-17). Menomonie, WI.
- * 57. Passmore, D.L., & Swanson, R.A. (1981). A model personal career development plan for graduate students. Journal of Industrial Teacher Education, 19(1), 19-25.
- * 56. Swanson, R. A., & Martelli, J.T. (1981). Kinesthetic training and industrial skills. Journal of Studies in Technical Careers, 3(4), 337-340.
- * + 55. Swanson, R.A., & Murphy, B.P. (1981). The growing trend of industry and business training. In K. Greenwood (Ed.), 1981 American Vocational Education Yearbook (pp. 105-112). Washington, DC: American Vocational Association.
- * 54. Swanson, R. A. (1981). Analyzing non-observable work behavior. Journal of Industrial Teacher Education, 18(4), 11-23.
- * 53. Swanson, R. A. (1980). Training technology: The system and the course. Journal of Epsilon Pi Tau, 6(2), 9-52.
- * 52. Swanson, R. A. (1980). Experience. Journal of Industrial Teacher Education, 17(4), 2-3.
- * 51. Swanson, R. A. (1980). Professional development. Journal of Industrial Teacher Education, 17(3), pp. 3-5.
- * 50. Swanson, R. A. (1980). Criticism. Journal of Industrial Teacher Education, 17(2), 3-4.
- * 49. Swanson, R. A. (1980). Human processing of knowledge from texts: Acquisition, integration, and reasoning (book review). Journal of Epsilon Pi Tau, 6(1), 69-70.
48. Swanson, R. A., & Sisson, G.R. (1980). Training technology: A hands-on course for trainers. Training and Development Journal, 34(1), 66-68.
- * 47. Swanson, R. A. (1979). Planning. Journal of Industrial Teacher Education, 17(1), 3-4.

- * 46. Swanson, R. A. (1979). Scrutinizing industry. Journal of Industrial Teacher Education, 16(4), 3-4.
- 45. Swanson, R. A., & Poor, G.W. (1979). Organizational Communication Workbook. Findlay, OH: Marathon Oil Company.
- 44. Swanson, R. A. (1979). Advice. Journal of Industrial Teacher Education, 16(3), 3.
- 43. Buffer, J.J., & Swanson, R.A. (1979). Writing Journal Articles. Industrial Arts - Preparation for Life In a Technological World. Washington, DC: American Industrial Arts Association.
- * 42. Swanson, R. A. (1979). Excellence. Journal of Industrial Teacher Education, 16(2), 3-4.
- * 41. Swanson, R. A. (1978). Change. Journal of Industrial Teacher Education, 16(1), 3-4.
- * 40. Swanson, R. A. (1978). Training in industry: Summary of the implications for industrial teacher education. Journal of Industrial Teacher Education, 15(4), 78-80.
- * 39. Swanson, R. A. (Issue Ed.) (1978). Training in industry and its implications for industrial teacher education. Journal of Industrial Teacher Education, 15(4).
- 38. Swanson, R. A. (1978). Dowel cutting fixture: Elementary industrial arts. Man/Society/Technology, 37(6), 17.
- 37. Swanson, R. A. (et al.) (1978). Cost effectiveness: A model for assessing the training investment. Training and Development Journal, 32(1), 24-29.
- * 36. Swanson, R. A. (1978). Short occupational knowledge test for welders (test review). In O.K. Buros (Ed.), Eighth Mental Measurements Yearbook (pp. 1740-1741). Highland Park, NJ: Gryphon Press.
- * 35. Swanson, R. A. (1978). Purdue trade information test in welding (test review). In O.K. Buros (Ed.), Eighth Mental Measurements Yearbook (p. 1738). Highland Park, NJ: Gryphon Press.
- * 34. Swanson, R. A. (1978). NOCTI - Air conditioning and refrigeration examination (test review). In O.K. Buros (Ed.), Eighth Mental Measurements Yearbook (pp. 1712-1714). Highland Park, NJ: Gryphon Press.
- * 33. Swanson, R. A. (1978). Ohio mechanical drafting achievement test (test review). In O.K. Buros (Ed.), Eighth Mental Measurements Yearbook (p. 1736). Highland Park, NJ: Gryphon Press.
- 32. Swanson, R. A., & Sawzin, S. (1976). Plastic extruder operator job analysis. Directory of Task Inventories (Volume 3). Columbus, OH: The Center for Vocational Education.
- 31. Swanson, R. A. (Ed.) (1976). N.W. Ohio career education directory. Career and Technology Education Monograph Series. Bowling Green, OH: Bowling Green State University.
- 30. Swanson, R. A. (et al.) (1976). Training, what's it worth. Training and Development Journal, 30(8), pp. 12-20.
- * 29. Swanson, R. A. (Ed.) (1976). Career exploration for children grade 6. Columbus, OH: Ohio Department of Education, Division of Planning and Evaluation.
- * 28. Swanson, R. A. (Ed.) (1976). Career exploration for children grade 5. Columbus, OH: Ohio Department of Education, Division of Planning and Evaluation.
- * 27. Swanson, R. A. (Ed.) (1976). Career exploration for children grade 4. Columbus, OH: Ohio Department of Education, Division of Planning and Evaluation.
- * 26. Swanson, R. A. (Ed.) (1976). Career exploration for children grade 3. Columbus, OH: Ohio Department of Education, Division of Planning and Evaluation.
- * 25. Swanson, R. A. (Ed.) (1976). Career exploration for children grade 2. Columbus, OH: Ohio Department of Education, Division of Planning and Evaluation.
- * 24. Swanson, R. A. (Ed.) (1976). Career exploration for children grade 1. Columbus, OH: Ohio Department of Education, Division of Planning and Evaluation.
- * 23. Swanson, R. A. (Ed.) (1976). Career exploration for children grade K. Columbus, OH: Ohio Department of Education, Division of Planning and Evaluation.
- 22. Schorgmayer, H., & Swanson, R.A. (1975). The effect of alternative training methods on the troubleshooting performances of maintenance technicians. Bowling Green, OH: Bowling Green State University.
- * 21. Swanson, R. A., & Fentress, J.H. (1975). The effect of instructor influential tactics on their evaluation by university students. Journal of Industrial Teacher Education, 13(1), 5-16.
- 20. Swanson, R. A. (1975). Career exploration for children: Elementary career development education. Essential Development Through Industrial Arts (pp. 6-13). Washington, DC: American Industrial Arts Association.
- 19. Swanson, R. A., & Sawzin, S.A. (1975). Industrial training research project. Bowling Green, OH: Bowling Green State University.

- + + 18. Swanson, R. A. (Ed.) (1974). Current issues in industrial education: Master's degree programs. Graduate Programs in Industrial Education (pp. 31-46). Washington, DC: American Council on Industrial Arts Teacher Education.
- * 17. Swanson, R. A. (1974). Summary of some issues in master's degree programs. Graduate Programs in Industrial Education (pp. 47-50). Washington, DC: American Council on Industrial Arts Teacher Education.
- 16. Bailey, L.J. in collaboration with Swanson, R.A. (et al.) (1973). Career exploration for elementary children: A curriculum model. Perrysburg, OH: Career Exploration for Children Project.
- 15. Swanson, R. A. (1973). Behavioral objectives. Professional Development Project. Bowling Green, OH: Bowling Green State University Graduate School.
- 14. Dubois, W.W., & Swanson, R.A. (1973). Making an instructional filmstrip and cassette. Bowling Green, OH: Industrial Education and Technology, Bowling Green State University.
- 13. Swanson, R. A. (1972). GRACO--the design and communications component. Industrial Arts in a Changing Society (pp. 181-183). Washington, DC: American Industrial Arts Association.
- * 12. Swanson, R. A., & Sisson, D. J. (1971). The development, evaluation and utilization of a university faculty appraisal system. Journal of Industrial Teacher Education, 9 (1), 64-79.
- + 11. Swanson, R. A. (1971). Chapter VIII - the elements of instructional method. In J. Streichler & W. Ray (Eds.), 20th Yearbook of the American Council on Industrial Arts Teacher Education (pp. 191-222).
- * 10. Swanson, R. A. (1971). Cooperative industrial arts tests review. In O.K. Buros (Ed.), Seventh Mental Measurements Yearbook (p. 634). Highland Park, NJ: Gryphon Press.
- 9. Swanson, R. A. (1970). Cooperative work education record sheets. Bowling Green, OH: Curriculum Associates.
- * 8. Swanson, R. A. (1970). Auditory automotive mechanics diagnostic achievement test. Journal of Industrial Teacher Education, 1(5), 32-36.
- 7. Swanson, R. A., Kruppa, R.A., Palumbo, A.J., & Streichler, J. (1970). An articulated industrial education program for Otsego school district. Bowling Green, OH: Curriculum Associates.
- 6. Swanson, R. A. (1970). Industrial arts education division. American Vocational Proceedings Digest (pp. 160-190). Washington, DC: American Vocational Association.
- * 5. Swanson, R. A. (1969). Auditory automotive mechanics diagnostic achievement test. In V. Crockenberg (Ed.), AERA Paper Abstracts. Washington, DC: American Educational Research Association. pp. 19-20.
- 4. Swanson, R. A., & Lavan, P. (1969, January). Polyethylene glycol wood stabilization tank. School Shop, 29(5), 36-37.
- * 3. Swanson, R. A. (1969). Center technical paper no. 2: Center for occupational education (pp. 1-116). Raleigh, NC.
- 2. Swanson, R. A. (1968, May). Designing for another era. Industrial and Vocational Education, 7(5), 44-45.
- 1. Swanson, R. A. (1967, October). Marble-on-the-mountain. Industrial and Vocational Education, 56(8), 58-59.

B. Presentations of Disciplined Inquiry (* = refereed or equivalent)

- 174. Strategic Initiatives: Fusion of Knowledge, Economics and Management. (Keynote Presentation). International 7th Knowledge, Economics and Management Congress; Yalova, Turkey; October 31, 2009.
- 173. The idea of national human resource development: An analysis based on economics and theory development methodology. Academy of Human Resource Development. Panama City, FL; February 22, 2008.
- 172. Strategic Initiatives: Opportunities for Korean Corporate Educators to Take the Lead. (Keynote Presentation). Korean Society for Corporate Education; Seoul, Korea. April 27, 2007.
- * 171. Theory Framework for Applied Disciplines. Seoul National University, Seoul, South Korea, April 26, 2007.
- * 170. Research in Organizations. College of Business and Technology Colloquium. University of Texas at Tyler. April 18, 2007
- * 169. Theory Development in Human Resource Development, Technology, and Business. College of Business and Technology Colloquium. University of Texas at Tyler. March 7, 2007

- * 168. Disciplinary Perspectives on Theory. Academy of Human Resource Development. Indianapolis, IN. March 2, 2007.
- 167. Human Resource Development with Attitude. University of Twente, The Netherlands. September 22, 2006
- 166. Origins of Human Resource Development. Academy of Human Resource Development. Estes Park, CO. February 25, 2005.
- 165. Human Resource Development: A Partner of Business and Technology. College of Business and Technology, University of Texas at Tyler. April 22, 2004
- 164. The Case for Professional Accreditation of Academic Programs (Town Forum Keynote). Academy of Human Resource Development. Estes Park, CO: February 24, 2005.
- 163. Human Resource Development: A Partner of Business and Technology. College of Business and Technology, University of Texas at Tyler. April 22, 2004
- * 162. Advancements in Adult Learning Theory. International Adult and Continuing Education Hall of Fame. Austin: TX: March 4, 2004.
- 161. HRD Snapshots: History, Challenges, and Choices. Department of Educational Administration and Human Resource Development, Texas A&M. College Station, TX, November 14, 2003.
- * 163. Case Study Investigation of Decision Premises and Their Implications for Decision-Making Expertise. International Human Resource Management Conference. Enschede, The Netherlands: November 8, 2003
- * 160. Theory-Building in Applied Disciplines: Creating Standards for Sound Theory in HRD. Academy of Human Resource Development. Minneapolis, MN: February 28, 2003.
- * 159. Human Capital Theory Rules: Strategic Directions for the Human Resource Profession. Academy of Human Resource Development. Minneapolis, MN: March 1, 2003.
- 158. Ensuring Valuable Outcomes from Human resource Investments. Keynote presentation for the Human Capital Metrics Summit. New Orleans: February 14, 2003.
- 157. Tools for Organization and Performance Analysis. International Society for Performance Improvement- Minnesota Chapter. St. Paul, MN. February 18, 2003
- 156. Assessing the ROI for Training (and Performance Improvement) Efforts. Learning Network Initiative Conference. Rochester, MN, November 7, 2002
- 155. Tools for Thinking about Technology. College of Technology Bowling Green State University, Bowling Green, OH, April 3, 2002
- * 154. Game Theory and Implications for HR. Academy of Human Resource Development 2002 Conference. Honolulu, HA, March 1, 2002.
- * 153. Workplace Learning: Demand, Development & Desire. Academy of Human Resource Development 2002 Conference. Honolulu, HA, March 1, 2002.
- 152. Assessment of Performance, Learning, and Perception Results in Organizations. Organizational Excellence Conference. Chicago, IL, November 2, 2000.
- * 151. The Theory Challenge Facing Human Resource Development. Academy of Human Resource Development 2001 Conference. Tulsa, OK, March 4, 2001.
- 150. The ROI of Human Capital Investments. Malaysian HR Conference. Kula Lumpur, February 12, 2001
- 149. Human Resource Development and Its Underlying Theory. Kingston Business School, Kingston University, Surrey, UK. October 5, 2000.
- * 148. Results Assessment System: Theory and Practice. University of Twente. April 26, 2000
- * 147. Theory Building Research in HRD—Pushing the Envelope! Academy of Human Resource Development Conference. Raleigh, NC. March 12, 2000 (with Ruona, W. E. A. & Torracco, R. J.).
- * 146. Economic Analysis of Human Resource Development: Update of the theory and practice. Academy of Human Resource Development Conference. Raleigh, NC. March 9, 2000
- * 145. Strategic Roles of Human Resource Development in the New millenia. Academy of Human Resource Development Conference. Raleigh, NC. March 9, 2000.
- 144. Human Resource Contribution to Organizational Performance. Kruger National Park (Management Team), South Africa: October 8, 1999.
- 143. Keynote to the launch of the South Africa Academy of Human Resource Development. Strategic Roles of Human Resource Development in the New Millennium, Rands Africaans University, Johannesburg, South Africa: October 6, 1999.
- 142. Performance Consulting Theory and Practice. ABSA Bank Ltd, Johannesburg, South Africa: October 4, 1999

- * 141. Human Resource Development as a Strategic Activity. European Educational Research Association. Lahti, Finland: September 23, 1999
- 140. Results: How to Assess Performance, Learning, and Perceptions in Organizations. 1999 Ohio Workforce Development High Performance Workshop. Columbus, OH: September 19, 1999.
- * 139. Research Agenda for the Human Performance and Human Resource Development Professions. International Society for Performance Improvement. Long Beach, CA: March 26, 1999.
- 138. Leadership and Management in the University. College of Technology, Bowling Green State University. March 17, 1999.
- * 137. Results assessment system: from evaluation to assessment. Academy of Human Resource Development. Alexandria, VA: March 6, 1999 (with E. Holton).
- * 136. Service guarantees and strategic service quality performance through human resource development at Radisson Hotels Worldwide. Academy of Human Resource Development. Alexandria, VA: March 5, 1999.
- * 135. Re-framing the andragogical model for adult learning. Academy of Human Resource Development. Alexandria, VA: March 5, 1999 (with E. Holton).
- * 134. Results Assessment Theory and Practice. American Society for Training and Development. Baton Rouge, LA: November 6, 1998.
- * 133. Keynote address: Research Challenges for Human Resource Development. Transitions Conference sponsored by the University of North Carolina. Raleigh, NC: October 20, 1998.
- * 132. Identification, training, and certification of expertise required of core business processes. Academy of Human Resource Development. Oak Brook, IL: March 6, 1998
- * 131. Demonstrating the financial benefit of HRD. Academy of Human Resource Development. Oak Brook, IL: March 7, 1998.
- * 130. Human resource development's role in supporting and shaping strategic organizational planning. Academy of Human Resource Development. Oak Brook, IL: March 7, 1998 (with Lynham, Ruona, and Provo).
- * 129. Theory of human resource development. Academy of Human Resource Development. Oak Brook, IL: March 6, 1998.
- * 128. Development and validation of the critical outcome technique. Academy of Human Resource Development. Atlanta, GA: March 7, 1997 (with B. Mattson).
- * 127. Development and evaluation of a model of responsible leadership for performance. Academy of Human Resource Development. Atlanta, GA: March 6, 1997 (with S. Lynham).
- * 126. The purpose of human resource development is to improve organizational performance. Academy of Human Resource Development. Atlanta, GA: March 6, 1997. (With D. Arnold).
- * 125. The locus of control in the adult learning planning process: A research agenda. Academy of Human Resource Development. Atlanta, GA: March 5, 1997 (with J. Provo, T. Gamble & T. Tillson).
- * 124. The Development of People in the Workplace Crystal Ball. Annual Training and Development Conference, University of Wisconsin- Stout. Menominee, WI: June 10, 1996.
- * 123. Performance Basics: Theory to Practice Case Studies. American Society for Training and Development. Orlando, FL: June 3, 1996.
- * 122. Evaluation of Development Programs. Humphrey Institute International Scholars Seminar, Minneapolis, MN: April 18, 1996.
- * 121. Evaluation that Really Works (Honest!). International Society for Performance Improvement. Columbus, OH: April 11, 1996.
- * 120. Partnership Journey from Participant Satisfaction to Business Performance. 1996 Academy of Human Resource Development. Minneapolis, MN: March 3, 1996. (With T. McClernon).
- * 119. PLS Evaluation System: Sales Communication Case Study. 1996 Academy of Human Resource Development. Minneapolis, MN. March 3, 1996.
- * 118. Analysis, the Basis of Performance Improvement. Invitational Seminar for Minnesota Job Skills Partnership. St. Paul, MN: May 24, 1996.
- * 117. The Case for Performance. Opening Session of the 1995 Academy of HRD Annual Conference. St. Louis, MO, March 3, 1995.
- * 116. Analysis for Improving Performance: New Research, New Tools. Society for Human Resource Management - Minnesota Chapter. Minneapolis, MN: January 24, 1995.

- *115. Diagnosing Performance at the Organization, Process, and Individual Levels. Center for Workforce Education,. Chicago, IL: December 9, 1994.
- *114. Forecasting the Financial Benefits of HRD as a Part of Performance Diagnosis. The Assessment, Measurement & Evaluation of Human Performance Conference. Boston, MA: June 27, 1994.
- *113. The Effects of Interactive Technology on Team-Building Effectiveness. International Research Network for Training and Development. Milan, Italy, June 25, 1994.
- *112. Keynote Address: Human Resource Development--Performance if the Key. International Research Network for Training and Development. Milan, Italy, June 23, 1994.
- *111. Performance Improvement at the Organization, Process, and Individual Levels. Rabobank, Utrecht, The Netherlands. April 18, 1994.
- 110. Human Resource Development as a Major Business Process. College of Education and Alumni Seminar, University of Twente, The Netherlands. May 16, 1994.
- *109. Diagnosing Organizational Performance: Theory and Research. Graduate Student Seminar, University of Twente, The Netherlands. April 11, 1994.
- *108. Research Collegia in HRD. Academy of Human Resource Development. San Antonio, TX, March 5, 1994.
- *107. R.O.I. for Human Resource Development. SEMATECH Council For Education and Training. Dallas, TX. January 12, 1993.
- *106. Whole-Part-Whole Learning Model: Theory and Practice. University Council for Research in Human Resource Development. Austin, TX, October 16, 1992.
- *105. Financial Valuing of Human Resource Investments. North American Railroad Personnel Association. Quebec City, Quebec. September 22, 1992.
- *104. Whole-Part-Whole Learning Model (with B. Law). European Educational Research Association. University of Twente, Enschede, Netherlands, June 28, 1992.
- *103. The Strategic Alignment of Quality Improvement. Closing Plenary Session to the W. Edwards Deming 4-day satellite seminar on total quality. Mexico City, Mexico, May 15, 1992.
- *102. Forecasting the Financial Benefits of Human Resource Development (with R. Torraco). 8th Annual Human Resource Development Conference. Singapore Training and Development Conference, Singapore, April 24, 1992.
- 101. Keynote Address: The Strategic Alignment of Human Resource Development. 8th Annual Human Resource Development Conference. Singapore Training and Development Conference, Singapore, April 23, 1992.
- *100. Quality Improvement Practices of Minnesota Businesses and Industries - 1991. Minnesota Council for Quality Public Meeting, Bloomington, MN, November 19, 1991.
- *99. The Development and Field Testing of a Model for Auditing Training, Organization Development, and Quality Improvement Programs. University Council for Research in Human Resource Development Annual Meeting, St. Paul, MN, October 11, 1991.
- *98. Forecasting the Financial Benefits of Human Resource Development. 2nd International Conference on Corporate Training for Effective Performance. University of Twente, Enschede, Netherlands, September 28, 1991.
- *97. Training and Development Auditing Method: Validation Studies. Plenary Session. 2nd International Conference on Corporate Training for Effective Performance. University of Twente, Enschede, Netherlands, September 27, 1991.
- *96. Forecasting Financial Benefits of Training Programs. European Management Center, Paris, France, June 26, 1991
- 95. HRD: In Search of an Academic Home. Keynote Speaker for the Professor's Network, American Society for Training and Development, San Francisco, May 18, 1991.
- 94. Research Issues Facing the HRD Profession. National Society for Performance and Instruction, Los Angeles, April 4, 1991.
- *93. Training delivery problems and solutions: An analysis of novice and expert trainers. University Council for Research in Human Resource Development. Washington, D.C., October 18, 1990.
- *92. New Strategies for the Development of Human Resource Researchers. Mexican Petroleum Institute's Human Resource Development Symposium. Mexico City, Mexico, July 26, 1990.
- 91. The Last Lecture on Earth. Keynote Speaker for the Minnesota Department of Revenue Training Conference, Minneapolis, MN, June 27, 1990.

- *90. Problem Solving and Decision Making Theory and Practice. U.S. Office of Personnel Management Staff Development Retreat. St. Paul, MN, May 27, 1990.
- *89. Forecasting Financial Benefits of Personnel Investments. Twin-Cities Personnel Association. Bloomington, MN, May 16, 1990.
- 88. HRD for University Personnel. Keynote Speaker for Education Institutions Industry Group, American Society for Training and Development, Orlando, Fla, May 8, 1990.
- *87. Economics of HRD: Research Findings and Research Agenda. Human Development Faculty, Vanderbilt University, Nashville, TN, April 23, 1990.
- *86. Making Molehills Out of Mountains. Keynote Speaker for Industrial Education & Technology Annual Conference, Iowa State University, Ames, Iowa, April 6, 1990.
- *85. Forecasting Financial Benefits of Performance Technology. National Society for Performance and Instruction, Toronto, Canada, March 29, 1990.
- *84. HRD, an Investment Opportunity. Human Resource Development Conference, London, England, March 28, 1990.
- *83. Economic Analysis of Organization Development & Management Information Systems. Champion International Corporation, Denver, CO January 15, 1990.
- *82. Analysis of the Problems in the Evaluation of Training Needs. Joint meeting of the Pan American Training Congress and the Mexican Association of Personnel Training, Mexico City, Mexico. November 15, 1989 (co-presenter).
- *81. Forecasting Financial Benefits of Training Investments. Joint meeting of the Pan American Training Congress and the Mexican Association of Personnel Training, Mexico City, Mexico. November 14, 1989.
- *80. Strategic HRD through Forecasting Financial Benefits. Fairfield University Management Training Institute, Fairfield, Conn. October 27, 1989
- *79. Culture Surveys as a Method of Monitoring and Guiding Corporate Change. University Council for Training and Development Research. Columbus, OH. October 13, 1989.
- 78. Introducing the Human Resource Development Quarterly. American Society for Training and Development. Boston, Mass, June 7, 1989.
- *77. Strategic HRD Decision Making Using the Financial Forecasting Method. Champion International Corporation, Stamford, Conn, April 27, 1989.
- *76. Financial Benefits of HRD. Training/Personnel 1988. New York, NY. December 14, 1988.
- *75. Forecasting Financial Benefits of HRD: New Tools, New Research. American Society for Training and Development. Dallas, TX. May 25, 1988
- *74. Research 101. American Society for Training and Development. Dallas, TX. May 23, 1988.
- *73. University Council for Training and Development Research. Training and Development Professor's Network. Dallas, TX. May 22, 1988.
- 72. The Great Debate: A Knowledge Base for HRD? Training and Development Professor's Network. Dallas, TX. May 21, 1988.
- *71. Human Resource Development's Contribution to Economic Development. University of Tennessee. Knoxville, TN. May 5, 1988.
- *70. Forecasting Financial Benefits. National Society for Performance and Instruction. Washington, DC. April 8, 1988.
- *69. Training Design: Theory-to-Practice Worksheets for Program and Lesson Design. National Society for Performance and Instruction. Washington, DC. April 7, 1988.
- 68. Organization Development: Whose job is it? National Society for Performance and Instruction. Washington, DC. April 7, 1988.
- *67. Technology Transfer: The Economics of the Human Resource Side. Industrial Technology Institute. Ann Arbor, MI. February 23, 1988.
- 66. New Training and Development Evaluation Tools for Business and Industry. Minnesota Research and Development Center. St. Paul, MN. February 14, 1988.
- *65. Research Method and Findings: The HRD Financial Forecasting Method. Industrial Education Division. St. Paul, MN. February 9, 1988
- 64. Welding Training and Its Return On Investment. 3rd Annual Northwest Welding Conference. St. Paul, MN. November 3, 1987.
- *63. HRD Financial Benefit Forecasting: A Practical Method for HRD Managers. American Society for Training and Development. Atlanta, GA. June 23, 1987.

- *62. Managing Work Performance. Central Association of College and Business Officers. Milwaukee, WI. June 1-2, 1987.
- *61. A Systematic Program for Analyzing Work Behavior. National Society for Performance and Instruction. San Antonio, TX. March 17, 1987.
- *60. Training and Development Contribution to the Bottom-line. Southern Minnesota Chapter of the American Society for Training and Development. St. Paul, MN. February 10, 1987.
- *59. Performance Technology Revisited. Minnesota Chapter of the National Society for Performance and Instruction. St. Paul, MN, January 20, 1987.
- 58. Training Lawyers: Lesson from Business and Industry. William Mitchell College of Law, St. Paul, MN, November 25, 1986.
- 57. Education and Training in the Private Sector--New Opportunities for Schools of Education. School of Education Retreat, University of Louisville, Kentucky. May 9, 1986.
- *56. Status of Research in Training and Development. American Society for Training and Development, St. Louis, Missouri, May, 1986.
- *55. Evaluation in Training and Development: Recent Research. Paradigm Corporation, Littleton, Colorado, April 29, 1986.
- *54. Identifying and Solving Training Problems in Industry and Business. National Association of Industrial and Technical Teacher Educators, Atlanta, Georgia, December 8, 1985.
- *53. Issues Surrounding the Determination of the Financial Worth of Training. Training and Development Graduate Program, Ohio State University, Columbus, Ohio, December, 1985.
- 52. Bloomington's Industrial Technology Program, Minnesota Industrial Arts Association, St. Cloud, MN. September 21, 1985.
- *51. Cost-Benefit Analysis in Training and Development Program. College of Education Evaluation Colloquium. May, 1985.
- *50. Exploitation: One view of industry and technology. International Technology Education Association, San Diego, California, March 18, 1985.
- *49. Analyzing work behavior: New methods for analyzing systems and knowledge work; Research in Vocational Education Colloquium, St. Paul, Minnesota. March 15, 1985.
- *48. Survey Results of Industrial Technology and Industrial Training Personnel. National Association of Industrial and Technical Teacher Educators, New Orleans, Louisiana, December 1, 1984.
- *47. Predicting the Financial Benefits of Instruction, Instructional Systems Association, New Orleans, Louisiana, October 1, 1984.
- *46. Training Economic Analysis. (With Conway, Hoffman, and Geroy). National Society for Performance and Instruction. Atlanta, Georgia. April 26, 1983.
- *45. Analyzing Non-Observable Work Behavior. National Society for Performance and Instruction, Atlanta, Georgia. April 18, 1983.
- *44. Researchable Problems Unique to Industrial Education. National Association for Industrial and Technical Teacher Education. Anaheim, California. December 4, 1983.
- *43. Cost Benefit Analysis of Training. American Vocational Education Research Association, Anaheim, California. December 4, 1983.
- *42. Employee Training and Development. American Vocational Association (Guidance Division). Anaheim, California. December 3, 1983.
- *41. No Financial Benefit, No Training! Front Range Chapter of the National Society for Performance and Instruction, Denver, Colorado. October, 1983.
- 40. Human Performance Technology. Keynote presentation for the Southern Illinois University Human Performance Technology Conference, Carbondale, Illinois. October 18, 1983.
- *39. Economics of Training. International Federation of Training and Development Organizations, Amsterdam, Netherlands. August 16, 1983.
- *38. Training and Development in Industry: Research Roundtable. American Vocational Association, St. Louis, Missouri. December 5, 1982.
- *37. Problem Defining and Problem Solving Models. Industrial Technology Education, Ohio State University, Columbus, Ohio. November 19, 1982.
- *36. Case Studies In Moving The Classroom to Industry (with D.C. Bjorkquist). American Society for Training and Development, Kansas City, Missouri. October 26, 1982.
- 35. Technology Education: Pro and Con. University of Wisconsin - Stout, Menomonie, Wisconsin, October 12, 1982.

34. In Quest for Employee Competence. National Society for Performance and Instruction. St. Paul, Minnesota. May 13, 1982.
- *33. Evaluation in Industry and Business Training. College of Education, Evaluation Colloquium. May, 1982.
- *32. Analyzing Industry and Industrial Jobs. American Vocational Association, Atlanta, GA., 1981.
- *31. Establishing and Nurturing Cooperative Research and Development Projects. American Vocational Association, Atlanta, GA., 1981.
30. Improving occupational training in industrial settings. Conference on Research and Development Related to Vocational Education, St. Paul, Minnesota, 1981.
29. A Critical Look at Technology Education (with D.C. Bjorkquist). Technology Symposium II. Menomonie, Wisconsin, May 2, 1981.
- *28. The Professional Development of Graduate Students. American Industrial Arts Association. Pittsburgh, Pennsylvania, March 25, 1981.
- *26. Synthesizing Knowledge: Suggestions, Examples, and Techniques. American Vocational Association, New Orleans, Louisiana, 1980.
- *25. Managing Your Dissertation. National Association of Industrial and Technical Teacher Education. New Orleans, Louisiana, 1980.
24. Career Opportunities in Training and Development. Bowling Green State University graduate students and faculty, Bowling Green, Ohio, 1980.
23. Disseminating Research. Telelecture to Pennsylvania State University graduate students, University Park, Pennsylvania, 1979.
- *22. Training Technology for Industry. American Vocational Association, Anaheim, California, 1979.
- *21. Expertise: Selection vs. Development. National Association of Industrial and Technical Teacher Educators. Anaheim, California, 1979.
20. Writing Journal Articles (with J.J. Buffer). American Industrial Arts Association International Convention, San Antonio, Texas, 1979.
- *19. Training Automotive Mechanic's Auditory Diagnostic Skills. General Motors Chevrolet Division Corporate Training Personnel. 1978.
- *18. Curriculum for Career Awareness. Ohio Department of Education Spring Conference, Columbus, Ohio, 1977.
- *17. Involving University Faculty in Business, Industry and Labor Experiences. Center for Vocational Technical Education, Columbus, Ohio, 1977.
- *16. Industrial Training Research: Procedures and Findings. American Society for Training Directors, Toledo, Ohio, 1976.
15. Evaluation in Industrial Arts: Theory and Practice. Telelecture to Kent State University graduate students and faculty, Kent, Ohio, 1976.
- *14. Instructional Decision Making. University of Massachusetts graduate students and faculty, Amherst, Mass., 1975.
13. A Concern for People in Graduate Programs: Essential to Development. American Industrial Arts Association, International Convention, Cincinnati, Ohio, 1975.
12. Career Exploration for Children: Elementary Career Development Education. Invited plenary presentation, American Council of Elementary Industrial Arts, Cincinnati, Ohio, 1975.
11. Career Development and Industrial Arts. Southwest Ohio Industrial Arts Association, Wilmington, Ohio, 1974.
9. Psychology of Training. Johns-Manville Corporation Training Personnel, Denver, Colorado, 1974.
8. Career Education: What and Why. Wood County Association of Secondary Principals. Bowling Green, Ohio, 1974.
7. Educational Change and Reality. Keynote presentation for the Indiana Industrial Education Supervisor's Annual Conference, Terre Haute, Indiana, 1974.
6. Career Education Foundations. Second Annual Career Education Research and Development Workshop. Orrville City Schools, Orrville, Ohio, 1974.
5. Graduate Education in Vocational-Technical Education. Pennsylvania State University Vocational Education Graduate Faculty and Graduate Students, University Park, Pennsylvania, 1973.
4. GRACO (Graphic Communications) - A Technical Component of Industrial Teacher Education. American Industrial Arts Association International Convention, Dallas, Texas, 1972.

3. Technology for Children - What to Expect from the University. Midwest Ohio Industrial Arts Association, Fremont, Ohio, 1969.
2. Scope and Sequence of Instructional Method. Ohio Council of Industrial Teacher Educators Annual Meeting, BGSU, 1969.
- *1. Auditory Automotive Mechanics Diagnostic Achievement Test. American Educational Research Association Annual Meeting, Los Angeles, California, 1969.

C. Funded Research and Development Projects

59. National Science Foundation, 1998-01; \$175,000; Quality Service Guarantee; (with Arthur Hill, U of M Carlson School of Business).
58. 3M, 1998; \$15,000; Theory of Performance Improvement.
57. Right Associates, 1998; \$26,000; Responsible Leadership for Performance.
56. Right Associates, 1997; \$24,000; Responsible Leadership for Performance.
55. 3M, 1996, \$10,000; Research Methods for Human Resource Development.
54. Right Associates, 1996; \$2,500; Case Studies in Leadership
53. 3M, 1995, \$20,000; Research Methods for Human Resource Development.
52. U of M; \$15,200; HRD "Voice of the Customer" Quality Improvement Project.
51. 3M, 1994, \$20,000; Theoretical Foundations of Human Resource Development.
50. 3M, 1993, \$20,000; Theoretical Foundations of Performance Improvement.
49. United Mailing, Inc. & Minnesota Job Skills Partnerships. \$500,000 budget with \$181,000 into the University, Strategic Human Resource Alignment Project.
48. Instant Web Companies; 1992. \$5,000. Human Resource Element of TQM.
47. 3M, 1992. \$20,000. Human Resource Strategic Planning.
46. Wilson Learning; \$14,500. A Survey of Valuing Diversity Practices in Fortune 500 Companies.
45. Human Resource Development Quarterly, 1991: ASTD \$12,000; Ernst & Young \$3,000; UAW-GM \$3,000; PMI \$1,000; Audio King \$1,000; Land O Lakes \$1,000.
44. 3M, 1991. \$30,000. Human Resource Development Benefits Research.
43. Human Resource Development Quarterly, 1990: ASTD \$12,000; Ernst & Young \$3,000; UAW-GM \$3,000; PMI \$1,000; Audio King \$1,000; 3M, \$10,000
42. 3M, 1990. \$15,000. Human Resource Development Benefits Research.
41. Wilson Learning; \$1,500. Effectiveness Evaluation of Management Development.
40. 3M, 1989; \$10,000. Human Resources and Organizational Change.
39. Traveler's Express, 1990; \$2,500. Training Needs Analysis.
38. Human Resource Development Quarterly, 1989: ASTD \$12,000; Arthur Young \$3,000; UAW-GM \$3,000; PMI \$1,000; Audio King \$1,000.
37. Traveler's Express, 1989; \$2,500. Strategic Management Development.
36. Cinch, Inc., 1989; \$3000. Quality & Productivity Research.
35. American Society for Training and Development, 1988; \$12,000. Human Resource Development Quarterly.
34. Citicorp, 1988; \$25,000. Executive and Management Development Research.
33. AMSCO Corporation, 1988; \$1000. Quality & Productivity Research.
32. Remmelle Engineering, 1988; \$1000. Needs Assessment Research.
31. Phillips Beverage, 1988; \$1000. Needs Assessment Research.
30. DataMyte Inc., 1987; \$1000. Evaluation Research.
29. Business Incentives, Inc., 1987; \$1000. Needs Assessment Research.
28. Northern States Power, 1987; \$8,600. Troubleshooting Training Research.
27. Control Data Corporation, 1986; \$15,000. Training Evaluation Research.
26. University of Minnesota. 1986; \$2,000. Faculty Microcomputer Grant.
25. University of Minnesota (UROP), 1985-86; \$1,200. Computer-Based Education for Work Reference System.
24. Northern States Power, 1986; \$18,000. Training and Development Research.
23. Bloomington Public Schools, 1984-85; \$15,000. Bloomington Industrial Technology Project (with Bjorkquist and Schoonmaker).
22. Northern States Power, 1985; \$12,000. Training and Development Research.
21. 3M Corporation, 1984; \$12,000. Training Technology Project (50% research and 50% for training).

20. Northern States Power, 1984; \$5,000. Job and Task Analysis. (portion of project).
19. Manville Corporation; 1984; \$18,000. Training Technology Project (50% for research and 50% for training).
18. Onan Corporation, 1984-85; \$40,000. Cost-Benefit Analysis of HRD.
17. Onan Corporation, 1983; \$2,000. Economics of Training (research portion of internship funding).
16. Northern States Power, 1983; \$14,000. Quality Control Inspection (40% research and 60% for training).
15. Manville Corporation, 1983; \$14,000. Training Technology Project (60% for research and 40% for training).
14. Onan Corporation, 1982; \$1,000. Training Evaluation Project.
13. Medtronic Corporation, 1981; \$1,000. Training Needs Assessment Project.
12. Johns-Manville Corporation; 1980; \$24,259. Training Technology Project. (50% research and 50% for training).
11. Johns-Manville Corporation; 1980, \$2,000. Training Technology Research.
10. Johns-Manville Corporation; 1979; \$24,023. Training Technology Project. (50% research and 50% for training).
9. Northern States Power; 1978-79; \$90,000. Welding Training Research
8. Johns-Manville Corporation; 1978-1979; \$45,400. Training Technology Project.
7. Johns-Manville Corporation; 1975; \$1,300. The Effects of Conceptual versus Specific Training on the Trouble-Shooting Performance of Maintenance Technicians.
6. BGSU Faculty Research Committee; 1975-1976; \$1,800. The Effects of Auditory Diagnostic Training on the Auditory Diagnostic Achievement of Trade Trainees.
5. Johns-Manville Corporation; 1974-1975; \$11,000. The Effects of Structured versus Unstructured Training on the Efficiency of Production Workers.
4. Ohio State Department of Education - ESEA Title III; 1972-1975; \$120,000. Exploration for Children Project (Cooperative Funding through Perrysburg, Ohio Public Schools, and BGSU).
3. BGSU College of Education; 1973-1974; expenses. The Development and Pilot Testing of a Performance-Based Evaluation System for Teacher Education at Bowling Green State University.
2. Westinghouse Learning Corporation; 1971-1972; instructional materials grant (equivalent to \$800). Validation of Self-Instructional Welding Training Programs.
1. Bowling Green State University Faculty Research Committee; 1969-1970; \$1,400. Kinesthetic Training and its Transfer to Occupational Tasks.

VI. Instruction

A. Teaching

1. Graduate Courses Taught Recently:
 - Performance Diagnosis and Results Assessment
 - Advanced Theory in Human Resource Development and Adult Education
 - Advanced Training and Development of Human Resources (focused on leadership, management, career development)
 - Training and Development of Human Resources (Classroom and ITV)
 - Strategic Planning through Human Resources
 - Human Resource Practices in (United Kingdom; Japan; Germany; Netherlands; Africa)
 - Evaluation in Human Resource Development
 - Survey of Human Resource Development and Adult Education
 - Foundations of Human Resource Development (internet course)

2. Conduct bi-weekly two-hour breakfast symposiums with advisees-- titled "Scholar's Retreat." This on-going community of scholars use this time to probe, reflect, present, and critique new ideas in the theory and practice in HRD.

3. Special Presentations - In my higher education career I have made hundreds of presentations of a teaching nature to a wide variety of groups. A few selected examples include the following:
 - HRD with Attitude. 2005. University of Minnesota
 - Human Resource Development Academic Excellence at the University. University of Texas at Tyler
 - Foundations of HRD. 2004. University of Texas at Tyler.
 - Excellence in HRD Graduate Degree Programs. 2003. Texas A & M University.
 - Human Capital Theory. 2003. Guest speaker in St. Mary's University HRM class. Minneapolis.
 - Economics of HRD Investments. 2003 Guest presenter in HRD 5196 graduate class. St. Paul.
 - HRD Research and Definitional Perspectives. Emerging Research Seminar Class – AHRD Annual Conference
 - The Development of an HRD Expert Internet information System. 2001 University of Twente.
 - The Economic Benefits of Performance Improvement. 2000. International Society for Performance Improvement- Minnesota Chapter.
 - The History of HRD at the University of Minnesota. 1999. Department Reunion, Work, Community, and Family Education
 - The Status of HRD as a Discipline. 1998. Seminar for Louisiana State University graduate students.
 - Partnership and Learning Strategies for Universities and Industries. Invited presentation to the Masters in Technical Business Administration faculty and staff (joint master's program between colleges of engineering and business). 1997.
 - Performance Improvement: Theory and Practice. 1997. Seminar for University of Georgia Students and Faculty.
 - Lessons Learned from South African Business and Industry. 1996. Seminar for HRD Practitioners.
 - Top 10 Opportunities Facing the HRD Profession. 1994. Academy of Human Resource Development.
 - Improving Organizational Performance through HRD. 1993. State of Minnesota CORE (commission)
 - Performance-based Training. 1991. 3M Computer Processes Information Special Interest Group (Twin Cities).
 - Training and Development in the United Kingdom. 1990. University of Minnesota Training and Development Organization.
 - How to Get Published. 1989. University of Minnesota Graduate Student Association.
 - How to Get an Internship. 1987. University of Minnesota Training and Development Organization.
 - Education Year 2000. 1986. Keynote presentation to the Lakeside Women's Federation Annual Conference.
 - Human Performance Technology Theory and Research. 1985. Staff planning.
 - Elements of Job Performance. 1985. Staff Seminar for the University of Minnesota Student Counseling Bureau.
 - Industrial Education: Issues and Opportunities. 1984. Seminar for St. Paul Industrial Education Teachers (with Bjorkquist & Schoonmaker).

- Training and Development Philosophy, Programs and Research. 1982. Seminar for St. Cloud State University faculty and students.
- Career Options in Industrial Training. 1979. Seminar for U of M Industrial Education Undergraduates.
- The Doctor of Industrial Technology. 1978. Iowa Vocational and Technical Administrators.
- Career Development Education. 1976-79. 27 presentations to the elementary school teachers from 27 school districts in Ohio.
- Research Mission of the College of Education. 1977. Presentation to the BGSU College of Education Faculty.

B. Advising

1. Present Graduate Students:

- 5 doctoral degree advisees

2. Major Advisor -- Doctoral Degree Recipients:

- Brittle, M. (2006). The Importance of Trust and Fairness Constructs During a Major Organizational Change Effort. University of Minnesota.
- Herling, R. W. (2005). An Examination of the Unexpected Outcomes in the Development of Workplace Expertise. University of Minnesota.
- Akdere, M. (2005). Achieving Performance Through Quality Management: An Agency Theory Perspective of Human Resource Practices in Long-term Healthcare Organizations, University of Minnesota. [ASTD Dissertation of the Year]
- Aliaga, O. (2004). A Study Of Innovative Human Resource Development Practices in Minnesota Companies, University of Minnesota.
- Storberg-Walker, J. (2004). A Theory of Human Capital Transformation Through Human Resource Development. University of Minnesota.
- Weinberger, L. M. (2003). Emotional Intelligence and its Relationship to Organizational Leadership. University of Minnesota.
- Chermack, T. J. (2003). A Theory of Scenario Planning. University of Minnesota.
- Tuttle (Danielson), M. (2003). The Development of a Dynamic Theory of Organizational Socialization for the Purpose of Organizational Agility and Performance. University of Minnesota [AHRD Malcolm S. Knowles Dissertation of the Year].
- Naowaruttanavanit, M. (2002). The Relationship of Collective Efficacy, Cynicism, and Motivation to Transfer on the Transfer of Training. University of Minnesota.
- Oh, H. (2001). The Relationship Between Work Environment Factors and Organizational Knowledge Creation Process. University of Minnesota
- Bhanthumnavin, D. (2001). The Relationship between Supervisory Social Support and the Multi-level Performance in Thai Health Centers. University of Minnesota.
- Mattson, B. W. (2001). The Effects of Alternative Reports of Human Resource Development Results on Managerial Support. University of Minnesota.
- Bumgarner, J. B. (2000). An Assessment of the Perceptions of Police Professionalism Among Minnesota Criminal Justice and Law Enforcement Students. University of Minnesota.
- Lynham, S. A. (2000). The Development and Validation of "A Theory of Responsible Leadership for Performance." University of Minnesota.
- Provo, J. (2000). Utilizing a Human Capital Framework to Develop an Organizational Capabilities Strategy. University of Minnesota
- Ruona, W. E. R. (1999). Core Beliefs in the Human Resource Development Profession. University of Minnesota.
- Joo, Y. K. (May 1999). The Development and Validation of an Instrument to Assess the Manager and Employee Perceptions of Employee Development in Korean Organizations. University of Minnesota.
- Lewis, M. L. (1996). The Strategic Alignment of Training. University of Minnesota.
- Hardt, P. O. (1995). Identification and Validation of Competencies of First-Line Supervisors in High involvement organizations. University of Minnesota.
- Torraco, R. J. (1994). A Theory of Work Analysis. University of Minnesota.
- Obermeyer, T. (1993). The development, design, and evaluation of an educational model for post-secondary

- architectural education. University of Minnesota.
- McClernon, T. (1992). Effects of computer-based support on team building with management and work groups. University of Minnesota.
- Mosier, N.M. (1992). Development and Validation of a Framework for Measuring the Return-on-Investment in Employee Training. University of Minnesota.
- Derr, D. D. (1991). Strategies for Overcoming Barriers to the Use of Contemporary Instructional Technologies in the Minnesota Technical College System. University of Minnesota.
- Gradous, D.B. (1991). The Development and Validation of a Transfer-of-Training System. University of Minnesota.
- Sleezer, C. (1990). The Development and Validation of a Performance Analysis for Training Model. University of Minnesota. (1992 ASTD Dissertation Award).
- Sayre, S. (1990). The Development and Evaluation of a Computer-Based System for Managing the Design and Pilot Testing of Interactive Videodiscs Program. University of Minnesota.
- Johnson, S. (1987). Knowledge and Skill Differences Between Expert and Novice Service Technicians on Technical Troubleshooting Tasks. University of Minnesota. (1988 NSPI Outstanding Student Research Award).
- Kusy, M., Jr. (1986). The effects of types of training evaluation on support of training among corporate managers. University of Minnesota. (1987 NSPI Outstanding Student Research Award).
- Geroy, G.D. (1986). Education for work: An integration of vocational education and employer sponsored training in Minnesota. University of Minnesota.
- Schoonmaker, W.E. (1982). The Relationship Between Selected Factors and the Enrollment of College-Bound Students in High School Industrial Arts Courses. University of Minnesota (Co-Advised with Jerome Moss).
- Stoodley, R.V. (1982). The Development and Evaluation of a Single Self-Study Method for Use in a Two-Year Postsecondary Institution and Multi-Program Accreditation. University of Minnesota.
- Fey, S.M. (1982). Identification of Factors Predicting Staying Behavior Among Employees in a Traditionally High Turnover Environment. University of Minnesota.
- Squier, T.J. (1982). The Development and Evaluation of an Industrial Service Unit of Study for Junior High School Industrial Education. University of Minnesota.
- Brown, J.M. (1978). The Relationship Between Federal Funds Received by Colleges and Universities and Characteristics of Those Institutions. Bowling Green State University (Co-Advised with William York).
- Poor, G.W. (1973). The Effects of Status and Dynamic Simulation Programs on the Physiological Activities of Education Administrators. Bowling Green State University (Co-Advised with Bill Reynolds).
- Bayley, F.L. (1971). Measured Job Satisfaction of Directors of Institutional Research in Institutions of Higher Education Toward Selected Aspects of Their Work Environment. Bowling Green State University (Co-Advised with William York).

3. Major Advisor -- Master's Degree Recipients (only those with thesis degree option):

- Henderson, G. (2002). Strategic Leadership of Human Resource Development in Minnesota Corporations. University of Minnesota
- O'Neil, S. (2000). Organizational Learning: A review and Analysis of the Literature. University of Minnesota
- Heatherly, S. L. (1999). Organization Development in the Banking Industry: A Case Study. University of Minnesota
- Bolstorff, P. (1998). The Role of Chaos Theory in Human Resource Development. University of Minnesota.
- Joo, J. (1997). Team Problem Solving: Theory and Practice. University of Minnesota.
- Marzetta, M. (1995). Quality Improvement Practices in Polaroid Corporation European Operations. University of Minnesota.
- Wagner, J. (1995). An Industry-Wide Training Needs Analysis Case Study. University of Minnesota.
- Schulz, M. (1994). An Examination of the Assumption that the Effects of Intrinsic and Extrinsic Motivation are Additive. University of Minnesota.
- Ripka, R. (1994). Current and future training needs of manufacturing firms. University of Minnesota.
- Gilreath, R.L. (1992). An analysis of the continuous quality improvement leaders and events in Minnesota

- businesses and industries. University of Minnesota.
- Cunningham, D. (1991). Development and Evaluation of a Team Building Program for the Financial Industry. University of Minnesota.
- Brandt, D. (1990). Career Development Issues Facing Women in Technology-Based Organizations. University of Minnesota.
- Falkman, S. K. (1989). How expert trainers handle difficult classroom problems. University of Minnesota.
- Herr, B. (1989). A consolidation case study: An involvement strategy to manage change. University of Minnesota.
- Lindberg, K. (1988). Revitalization of Japanese business and industry: Implications for training and organization development. University of Minnesota.
- McCleron, T. (1988). A Framework for Comparison of Vendor Supplied Sales Training Programs. University of Minnesota.
- Nelson, M. (1988). Orientation for School Leadership Team Member. University of Minnesota.
- Sleezer, C. (1987). The Relationship Between Types of Reports and Support for the Training Function by Corporate Mangers, University of Minnesota.
- Lowry, J. (1987). The Status of Minnesota's AVTI Teachers, Support Services Personnel and Administrators, University of Minnesota.
- Donnerberg, J.L. (1985). The Development of a Welding Training Program for Onan Corporation, University of Minnesota.
- Nelson, M. (1985). Career Competencies Identification and Implementation Process: A Case Study, University of Minnesota.
- Peterson, S.A. (1985). Training Technology System: An Annotated Bibliography of Journal Literature from 1980-1985. University of Minnesota.
- Prifrel, R.J. (1985). Forecasting the Financial Benefits of Quality-Based Electronics Manufacturing Training, University of Minnesota.
- DeGideo, S.L. (1985). Identification and Annotation of the Core Documents in the Human Resource Development Profession, University of Minnesota.
- Geroy, G.D. (1984). Cost-Benefit Forecasting Model Validation in a Technical Knowledge Area, University of Minnesota. (1985 NSPI Outstanding Student Research Award).
- Jacobson, A.C. (1984). The Development and Evaluation of a Management Plan for the Onan Service Training Department, University of Minnesota.
- Obermeyer, T. (1983). Reading Architectural Plans: An Instructional Program, University of Minnesota.
- Summers, K.E. (1983). Computer Based Industrial Training: A System for Production and Delivery, University of Minnesota.
- Salano, C. (1982). The Development of a Communication Skills Training Program, University of Minnesota.
- Mockler, J.V. (1979). The Effects of a Kinesthetic Training on the Acquisition of Industrial Skills Among University Students. University of Northern Iowa.
- Sturtz, E. (1978). The Relationship Between Personal Acceptance and Career Choice Contentment of College Students. Bowling Green State University.
- Edwards, T. (1978). Career Exploration for Children Curriculum: A Revision Based on Statewide Teacher Evaluation. Bowling Green State University.
- Weil, J. (1977). A Study of the Competencies Needed by the Elementary Industrial Arts Consultant as Seen by the Successful Consultant. Bowling Green State University.
- Martelli, J.T. (1977). The Effects of a Kinesthetic Training Program on the Transfer-of-Training to Industrial Skills Among University Students. Bowling Green State University.
- Biddlecombe, D. (1977). The Effects of Auditory Diagnostic Training on the Auditory Diagnostic Achievement of Automotive Mechanic Trade Trainees. Bowling Green State University.
- Murphy, B. (1976). The Effects of Multichannel Presentation on the Short-Term Iconic Sequential Memory of College Students. Bowling Green State University.
- Gillespie, L.H. (1976). The Development and Evaluation of a Metrics in Clothing Construction Self-Instruction Unit for Fabric Service Students. Bowling Green State University.
- Schorgmayer, H. (1975). The Effect of Alternative Training Methods on the Trouble-Shooting Performance of Maintenance Technicians. Bowling Green State University.

- Sawzin, S.A. (1974). The Effects of Structured Versus Unstructured Training on the Performance of Semi-Skilled Industrial Workers. Bowling Green State University.
- Romes, G. (1974). The Development and Validation of a Performance Based Evaluation System for Teacher Education Programs at Bowling Green State University. Bowling Green State University.
- Ferreira, C.W. (1973). The Effects of Activity Versus Verbal Learning on the Career Development Behavior of First Grade School Children. Bowling Green State University.
- Fentress, J. (1973). The Effect of Instructor Influential Tactics on Their Evaluation by University Students. Bowling Green State University.
- Luftig, J.T. (1972). The Effects of Programmed Self-Instructional Welding Units on the Achievement and Attitudes of University Students. Bowling Green State University.
- Edwards, D.A. (1972). The Effect of a Kinesthetic Training Program on the Kinesthetic Discrimination of College Freshmen. Bowling Green State University.
- Seder, W.A. (1972). A Survey of Selected Industries to Determine How Industrial Leaders Perceive University Cooperative Education. Bowling Green State University.
- Sisson, D.J. (1970). The Development and Evaluation of a University Department Faculty Appraisal System. Bowling Green State University.
- Passmore, D.L. (1970). The Development and Evaluation of a Branching Programmed Instruction Unit That Teaches the Basic Concept of Industry. Bowling Green State University.
- Cardwell, D.D. (1970). A Comparison of the Self-Images of In-School Educable Mentally Retarded Students and Those Participating in a Work-Study Program. Bowling Green State University.
- Brown, P.D. (1970). The Effect of a Simulated Mass Production Activity Versus the Individual Project Method on the Achievement of Seventh-Grade Industrial Arts Students. Bowling Green State University.

C. Instructional Development (selected examples)

- 2004 -05 Developed new doctoral course (with R. Krueger)" Advanced Qualitative Research.
- 2003 -04 Developed three new courses: HRD 5410 Survey of Research Methods and Emerging Research in Human Resource Development; HRD 5405 Quality Improvement through Human Resources; and HRD 3201 Introduction to Training and Development of Human Resources.
- 2003 -04 Managed the conversion of the HRD M.Ed. program into an online Internet degree.
- 2003 Compressed course design and delivery in Rochester University Center, HRD 5201.
- 2002 Major revision of HRD/AE 8001 Advanced Theory in HRD-AE and the HRD 5201 Personnel Training and Development courses.
- 2000 Develop of two new graduate courses: Advanced Personnel Training and Development and Advanced Organization Development.
- 1999 Conversion of 8750 HRD Advanced Theory course into "HRD and AE Advanced Theory" course.
- 1997 Interdisciplinary Studies--- led the effort in involving faculty from other U of M colleges in teaching theory courses: Kevin Dooley of Mechanical Engineering to teach *systems theory*, John Campbell of Organizational & Industrial Psychology to teach *psychological theory*, and Ross Azevedo of the Business School to teach *economic theory*.
- 1997 Taught HRD/AE 5104 Survey of HRD/AE course.
- 1996 -97 Developed 12 HRD graduate courses for semester conversion and 4 HRD Internet courses.
- 1995 -97 Distance Learning/Outreach--- led the effort to conceptualize a 2-year distance learning master's degree program delivered through interactive television and internet (first graduate 5/97).
- 1995 -96 Developed and taught HRD 5871 Practices in South Africa course, HRD 5750 Personnel Training & Development ITV course, and HRD 5770 AHRD Conference course.
- 1995 Participated on course development team for the Survey of HRD/AE course.
- 1995 Developed and taught the HRD 5770 Evaluation in HRD course.
- 1994 Developed and taught new class: Quality Improvement, Organization Development, & Training Theories and Practices in The Netherlands & Germany.
- 1993 Developed and taught new doctoral student course: HRD 8750 Advanced Theory in HRD.
- 1993 Documented and edited eleven HRD courses for semester conversion effort.
- 1992 Developed and taught new class: Quality Improvement, Organization Development & Training Theories and Practices in Japan.

- 1990 -91 VoEd 5750 Training -- major revision in the form of a core case study used for weekly in-class exercises (ACME Company).
VoEd 5790 Strategic Planning - adopted Senge book on systems theory and modified instruction, exercises, & tests.
- 1989 -90 Developed new international field study class: Led first courses offering in the U.K.; Major Revisions to the Strategic Planning and Instruction courses.
- 1987 -88 Developed and implemented the VoEd 5770 TTS Update, and VoEd 5770 Critical Review of the Training and Organization Development Research
- 1985 -86 Developed and implemented the VoEd 5770 T & D Strategic Planning course.
- 1984 -85 Developed and implemented the VoEd 5770 T & D: Technical and Skills Training course including a course sponsored conference that attracted 150 participants.
- 1982 -83 Developed and implemented the new VoEd 5770 T & D: Current Practices course.
- 1981 -82 Developed and implemented the new Ind 1400 Technology and Society course.
- 1980 -81 Proposed and produced four 30 minute television productions highlighting selected companies and trainers in those companies approved by the University of Minnesota Television Production Services.
- 1979 -80 Met with Honeywell Corporation training personnel to explore cooperative efforts and began a pilot training internship program.
- 1973 -74 Established a field based K-6 Career and Technology Education program in the Bowling Green Public Schools.
- 1968 -69 Culminated the production of instructional videotapes and administered and evaluated an experimental television course in design and drafting.

D. List of Funded Training Projects

41. College of Education and Human Development. 2003-04; \$20,000 (with G. McLean HRD Internet M.Ed. Development.
40. Right & Associates, 1999-00; \$12,000. Internships
39. Right & Associates, 1997-98; \$20,000. Internships
38. Right & Associates, 1996-97; \$20,000. Internships.
37. 3M, 1995-96; \$60,000 3M Internships.
36. Right & Associates, 1995-96; \$20,000. Internships.
35. 3M, 1994-95; \$60,000 3M Internships.
34. U.S. Department of Agriculture; 1992-93, \$2,100 Training Design Internship.
33. 3M; 1992-93; \$80,000 HRD Internships.
32. United Mailing, Inc.; 1993-94, \$31,000 Total Quality Transformation Project.
31. Northwest Airlines; 1992; \$19,200 Quality Improvement, Organization Development, & Training in Japan Study Trip.
30. Instant Web Companies; 1992; \$50,000 Total Quality Management Project.
29. 3M; 1991-1992; \$60,000 3M HRD Internships.
28. Northwest Airlines; \$19,200 T&D In Japan - travel grant.
27. 3M; 1990-1991; \$60,000 3M HRD Internships.
26. Wilson Learning ; \$10,000 Wilson Evaluation Internships.
25. 3M; 1989-1990; \$40,000 3M HRD Internships.
24. Traveler's Express, Inc; 1989; \$10,000 Traveler's Internship.
23. Group Health, Inc.; 1988; \$5,000 Group Health Internship.
22. Rimmelle Engineering; 1988; \$1,500 Rimmelle Engineering Internship.
21. Phillips Beverage; 1988; \$1,500 Phillips Beverage Internship
20. DataMyte Corporation; 1987-88; \$2,000 DataMyte Internship Program.
19. Northern States Power; 1987-88; \$26,000 NSP Internship Program.
18. Business Incentives, Inc.; 1986-87; \$2,000 B.I. Internship Program.
17. Northern States Power; 1986-87; \$35,000 NSP Internship Program.
16. Control Data Corporation; 1985-86; \$40,000 CDC Internship Program.
15. Northern States Power; 1985-86; \$80,000 NSP Internship Program.
14. Hutchinson Technology; 1984-85; \$5,000 Hutchinson Internship Program.
13. Control Data Corporation; 1984-85; \$5,000 CDC Internship Program.
12. Onan Corporation; 1984-85; \$70,000 Onan Internship Program.
11. Northern States Power; 1984-85; \$80,000 NSP Internship Program.

10. Northern States Power; 1983-84; \$60,000 NSP Internship Program.
9. Onan Corporation; 1982-84; \$80,000 Onan Internship Program.
8. Onan Corporation; 1981-82; \$38,000 Onan Training and Development Internship Program.
7. University of Minnesota; 1980-81; \$3,978 Public Offering of the Training Technology Course.
6. Ohio State Department of Education; 1978-1979; \$70,000 Adaptation Grants for the Career Awareness Project (Career Exploration for Children Curriculum). Funding through local school districts.
5. Ohio State Department of Education 1977-1978; \$70,000 Adaptation Grants for the Career Awareness Project (Career Exploration for Children Curriculum). Funding through local school districts.
4. Ohio State Department of Education; 1976-1977; \$90,000 Adaptation Grants for the Career Awareness Project (Career Exploration for Children Curriculum). Funding through local school districts.
3. Wilmington College; 1974-1975; \$3,000 Wilmington College Industrial Education and Technology Faculty Internship.
2. Ohio State Department of Education - EDPA; 1971-1972; \$34,000 Retraining of Unemployed Teachers for Industrial Arts (with T. Jensen).
1. Ohio Board of Regents; 1970; \$12,000 Professional Institute for Teachers of Technical Education (with Spaulding and Streichler).

VII. Service

A. Internal

College

- 2004-05 Member, College Research Committee
- 1998-99 Member, Capital Campaign Committee
- 1997 Member, Continuing Education Committee
- 1996-97 Member, Dean's Advisory Committee on Promotion and Tenure
- 1991-93 Member, Dean's Advisory Committee on Promotion and Tenure
- 1990-92 Member, College of Education Personnel Policy Committee
- 1984-86 Member, Dean's Ad Hoc Committee on Promotion and Tenure
- 1979-82 Elected Senator to the College of Education Senate.
- 1979-82 Elected Senator to the College of Education Senate.
- 1975-76 Member; Advanced Program Council, College of Education.
- 1975-76 Chairman, Career and Technology Education Ph.D. Committee.
- 1975-76 Member; Education Council, College of Education.
- 1975-76 Chairperson; Research, Evaluation and Development Council of the BGSU of Education.
- 1974-75 Member; Education Council, College of Education.
- 1974-75 Chairperson; Research, Evaluation and Development Council of the BGSU College of Education.
- 1973-74 Major Contributor to BGSU College of Education the position paper on research.
- 1971-72 Appointed by the College of Education Dean to chair a committee to study the expansion of Ph.D. programs.
- 1971-72 Served on the College committee to develop an interdisciplinary certification program for vocational work experience coordinators.

University

- 1998-00 Member of the Juran Quality Fellowship Committee, Carlson School of Business.
- 1997 Member, Earle Brown Continuing Education Center Video-conferencing Laboratory Development Committee.
- 1989-92 Member, University of Minnesota Administrator Training Program Consulting Group.
- 1978-79 Appointed to the UNI Graduate Council subcommittee on research papers and examinations.
- 1977-78 Member, Credentials Committee of the Graduate College.
- 1977-78 Member, BGSU Graduate Council.
- 1976-77 Chair, BGSU Faculty Research Committee.
- 1976-77 Appointed to the Credential's Committee of the Graduate College.
- 1976-78 Elected to the BGSU Graduate Council for a three-year term.
- 1974-75 Appointed to the University Research Advisory Board as the College of Education Representative.
- 1974-79 Elected to the BGSU Faculty Research Committee (three-year term).

- 1974-77 Chair and major contributor to the Career and Technology Education Ph.D. Proposal. Committee.
 1969-72 Elected to the Bowling Green State University Graduate Council for a three-year term.

Department/Unit

- 2006-09 Chair, HRD Faculty Search Committee (UTT)
 2006-09 HRD PhD Program Strategic Planning Team (UTT)
 2004 Chair, Graduate Core Course Committee (UMN)
 2004 Coordinator of the HRD-AE Chautauqua 2002 (event for former grads who are now professors)
 2003 Coordinator, HRD Web-based M.Ed. Program Initiative
 2003 Chair, Rochester Campus HRD/AE Program Review
 2002-03 Member, WCFE Graduate Studies Committee
 2002-03 New Faculty mentor to Dr. Baiyin Yang
 2002 Coordinator of the HRD-AE Chautauqua 2002 (event for former grads who are now professors)
 2000 Coordinator of the HRD-AE Chautauqua 2000 (event for former grads who are now professors)
 2001 Post-tenure Review Committee
 2000 Created and implemented the HRD-AE Chautauqua 2000 (event for former grads who are now professors)
 2000-02 Chair, Kenneth Bartlett dossier preparation committee
 1998-00 Member, WCFE Educational Programs Committee
 1998- Director, Human Resource Development Research Center
 1998-99 Chair, Capital Campaign Committee
 1997 Coordinator, HRD Leadership Council
 1995 Recorder, 1995-96 Faculty Promotion & Retention Committee
 1995-07 Chair, HRD Quality Improvement Advisory Board
 1995-07 Co-Chair, HRD Distance Learning Committee
 1994-05 Coordinator, University of Minnesota-University of Twente Partnership
 1994-05 Member, HRD-Adult Education Merger Committee
 1994 Chair, HRD Conceptual Model Committee
 1993 Seminar. "Critical Issues in HRD" (part of the Critical Issues in Voed graduate course).
 1992 Member Theodore Lewis' dossier committee.
 1992 Coordinated Dr. Wim Nijhof being a visiting professor in T&D Spring Quarter; Organized U of M Seminar: "The Case Against Competition" by Alfie Kohn.
 1992-03 Department Continuous Quality Improvement Committee
 1990-91 Director of Graduate Studies in Industrial Education.
 1990-91 Graduate Committee, Vocational and Technical Education.
 1991 Delivered MRDC Seminar on Research in Training & Development with Gary McLean
 1991 Organized U of M Seminars: "Computer Assisted Human Interactions" by Steve Robinson, Wilder Foundation; "HRD from the Workers' Perspective" by Theodore Lewis & David Bjorkquist, U of M; "Transfer-of-Training" by Deane Gradous, U of M.
 1989 Served on the Assistant Professor in Business Education selection committee.
 1988-89 Organized U of M Seminars: "Systems Theory Applied to HRD" by Ronald Jacobs, Ohio State University; "Valuing Differences in the Workplace" by Fred Schwan, University of Massachusetts. Also, conducted six research design seminars for T&D graduate students.
 1987-88 Chaired Karen F. Zuga's dossier committee. Organized U of M Seminar: "Contributions of Measurement Science to Training" by Victor Bunderson, Educational Testing Service.
 1986-87 Served on the J. Stone dossier committee. Organized U of M Seminars: "Effective Presentations" by Mark Amento, Arthur Andersen & Company; "Industrial Technology and Industrial Technology Education Movements" by Jerry Streichler, Bowling Green State University.
 1985-86 Served on the Assistant Professor of Industrial Education selection committee and the McClelland dossier committee. Chaired the Ad Hoc Tenure and Promotion Policy Committee for the Department and served on the Department Graduate Committee.
 1985-86 Organized U of M Seminars: "T & D in Great Britain" by John Burton, Burton Associates; in cooperation with the British Festival of Minnesota; "Undermanaged Change in Organizations" by David L. Passmore, Pennsylvania State University.
 1985 Organized the Fall Minnesota ASTD Seminar Titled "Motivation Techniques That Work."

- 1984-85 Organized U of M Seminars: "Performance Technology" by Fredrick Nickols, President of Nickols and Company. "Behavioral Modeling Research and Methods in Training" by Gary R. Sisson, President of Paradigm Corporation. "Naturalistic Inquiry in T & D: by Ronald Jacobs, Ohio State University.
- 1984-05 Director, Human Resource Development Research Center
- 1983-84 Organized industrial education seminar: "Issues in Industrial Education" by Dr. James Buffer, Ohio State University.
- 1983-84 Organized two U of M seminars: "ASTD - what it is and what it isn't" and the "ASTD Competency Study". Both by Richard McCullough.
- 1982-83 Headed a team of students conducting an assessment of the "Professional Development Needs of Minnesota Industrial Arts Teachers".
- 1982-83 Coordinated a Training and Development Seminar for St. Cloud State University graduate students and faculty.
- 1982-83 Industry Training options for Industrial Education Division undergraduate programs (with Schoonmaker and Cote).
- 1981-83 Organized and implemented four "Invitational Industrial Education Technical Workshops" for Minnesota high school juniors and seniors.
- 1981-82 Served on the Assistant Professor of Industrial Education selection committee.
- 1981-82 Organized and implemented a "I.A. Student Club Workshop" for Minnesota high school teachers and students.
- 1980-83 Provided leadership for the Department Training and Development in Industry and Business Effort (courses, brochures, advising, recognition seminar).
- 1980-81 Organized two U of M seminars: "Solar Energy" by Dr. Willis Norton, University of Northern Iowa and "Unemployed Youth: The Slow Cancer" by Dr. David L. Passmore, Pennsylvania State University.
- 1980-81 Elected member and chair of the VoTech Department Educational Programs Committee.
- 1979-80 Organized six technical workshops for industrial arts teachers that were cooperatively taught by faculty and industrialists.
- 1979-80 Organized two U of M seminars: "Organization Diagnosis," by Dr. Gary Wolford, Marathon Oil Company and "Planning Education for Work" by Dr. David Passmore, Pennsylvania State University.
- 1978-79 Elected Chair of the Professional Assessment Committee of the UNI IT Department.
- 1974-75 Chairman of the IET Department Research Committee.
- 1973-74 Liaison with State Director of Vocational Education and his State Department Career Education staff to plan cooperative R & D efforts.
- 1972-73 Supervised the establishment of the Media Center and Research Modules in the new Technology Building.
- 1971-72 Specified the instructional media facilities and hardware for the new Technology Building.
- 1970-71 Chaired Departmental Selection Committee for a new director of Industrial Teacher Education.
- 1969-70 Chaired the Department of Industrial Education Faculty Appraisal Committee.
- 1968-69 Initiated and directed an effort by the Department of Industrial Education in recruiting disadvantaged undergraduate from Ohio's center cities.

B. External - professional organizations

- 2006 -09 Board of Directors, Academy of Human Resource Development Foundation
- 2005 -09 Co-Chair, HRD Theory Committee, Academy of Human Resource Development.
- 2004 -09 Chair, National Advisory Board for the PHD in HRD program, College of Business and Technology, University of Texas at Tyler.
- 2004 Served as external reviewer for tenure and promotion of four candidates at other universities.
- 2005 -06 Chair, International Adult and Continuing Education Hall of Fame Board of Directors
- 2004 -05 Chair-Elect, International Adult and Continuing Education Hall of Fame Board of Directors.
- 2003 Board of Directors, Human Resource Development Foundation.
- 2004 Chair, Selection Committee, International Adult and Continuing Education Hall of Fame class of 2004.
- 2004 Chair, Outstanding HRD Scholar Award Committee
- 2003 -07 Advisory Board, Staffing.Org
- 2003 → Advisory Board, School of Education, Oregon State University.
- 2002 -05 Board of Directors, International Adult and Continuing Education Hall of Fame.
- 2001 Worked with Dr. ed Holton to conceptualized and lead the effort for two new research journals through AHRD and Sage Publishers: Human Resource Development Review was approved.
- 2001 -03 Board of Directors, Institute for Human Performance Improvement in the Netherlands

- 2001-03 Board of Directors, The Rite Stuff, Inc.
- 2000-01 Chair, HRD Scholar Hall of Fame Committee, AHRD
- 1999-02 Editor-in-Chief, Advances in Developing Human Resources, Sage Publishing.
- 1998-02 Management Board, Human Resource Development International
- 1998-00 Chair, Academy of Human Resource Development Awards Committee
- 1997-06 Consulting Editor, Performance Improvement Quarterly.
- 1997-98 Conceptualized and led the development team for the establishment of the new topical monograph quarterly, Advances in Developing Human Resources. Sponsored by AHRD. Serving as founding Editor-In-Chief.
- 1997-98 Served as external reviewer for two professor candidates at other universities (one in business and one in education).
- 1996 → Board of Directors, LifeFormations, Inc., Bowling Green, Ohio.
- 1996-97 Member of the development team for the establishment of the new international theory-practice HRD journal, Human Resource Development International. Sponsored by AHRD, and two European professional associations: Euresform and HRD Forum (Routledge Publisher).
- 1996-97 Conceptualized and led the development team for the co-sponsorship of the Human Resource Development Quarterly by AHRD & ASTD (Jossey-Bass Publisher).
- 1996-98 President, Academy of Human Resource Development.
(many accomplishments including moving the Academy from the red to \$80,000 in the black, relocated central office to another state, established a major publication effort involving major financial commitments with the Academy going from no journals to three journals, increased membership by 80%, and created defined processes for major Academy activities).
- 1995-96 Served as external reviewer for four professor candidates at other universities (2 in business and 2 in education, 1 in Europe).
- 1995-96 Member, ASTD Expert Panel on the Competency Study Update on Performance Improvement.
- 1995 Chair, AHRD Endowment Committee.
- 1994-95 Served as external reviewer for two professor candidates at other universities.
- 1994-96 Conference Chair, Academy of Human Resource Development Annual Conference.
- 1994-96 President-Elect, Academy of Human Resource Development.
- 1993-94 Served as external reviewer for one professor candidate at other university.
- 1993-94 VP for Research and Board Member, Academy for Human Resource Development.
- 1992-94 IRNET Conference Planning Committee (Europe).
- 1992-93 Served as external reviewer for two professor candidates at other universities.
- 1992-94 Chair, University Council for Research in Human Resource Development.
- 1991-92 Served as external reviewer for three professor candidates at other universities.
- 1990-94 Led the team to establish the first research journal in HRD and served as the founding Editor, Human Resource Development Quarterly. The research journal of the American Society for Training and Development, published by Jossey-Bass.
- 1991 → Editor, Organizational Performance Series, Berrett-Koehler Publishers.
- 1990-91 Served as external reviewer for two full professor candidates at other universities.
- 1986-91 Managed the symposium-monograph series sponsored by the Training and Development Research Center and the American Society for Training and Development (5 monographs completed that are being nationally distributed and 1 in-press).
- 1989-90 Served as external reviewer for two full professor candidates at other universities.
- 1989-90 Served as external reviewer for two associate professor candidates at other universities.
- 1988 Served on ASTD national task force for strategic positioning of HRD in USA business.
- 1988-98 Editorial Board, Performance Improvement Quarterly.
- 1988 Member, National Society for Performance and Instruction Publication Committee.
- 1987-88 Judge, Instructional Systems Association national award competition.
- 1987 President, National Association of Industrial and Technical Teacher Educators.
- 1986-89 Manuscript Reviewer, Journal of Industrial Teacher Education.
- 1986-87 Served as external reviewer for two full professor candidates at other universities.
- 1986-87 Reviewer of Awards Criteria, G. Harold Silvius Foundation.
- 1985-88 Chair, NAITTE Blue Ribbon Textbook Committee.
- 1986 President-Elect, National Association of Industrial and Technical Teacher Educators and Chair of the 1986 convention program planning committee.

- 1985-89 Member, American Society for Training and Development Research Committee.
 1985 Member, Journal of Industrial Teacher Education Awards Committee.
 1985-87 Member, National Society for Performance and Instruction Research Committee.
 1984-85 Member, National Association of Industrial and Technical Educators Membership Needs Assessment Committee.
 1984 Academic Relations Committee, American Society for Training and Development.
 1984-85 Vice President, National Association of Industrial and Technical Teacher Educators.
 1984 Judge, Instructional Systems Association national award competition.
 1983-84 Editor, Performances & Instruction Journal, National Society for Performance and Instruction.
 1983-84 Chair, Research Committee of the National Association of Industrial and Technical Teacher Educators.
 1982-83 Conferences Attended. AVA, MIAA, NSPI, and ASTD.
 1982-83 VoEd Division; Minnesota State Department of Education. Served on Teacher Certification Review Committee.
 1981-84 Appointed to the Man/Society/Technology Editorial Board.
 1981-83 Appointed to the Special Project Board of the National Association of Industrial and Technical Teacher Educators.
 1980-83 U of M representative to the MIAA Executive Board
 1979-80 Served as jury reviewer for the AERA Special Interest Group in Vocational Education convention papers.
 1978-79 Appointed Region Six Representative of the Technical and Skills Training Division of the American Society of Training and Development.
 1978-80 Appointed Editor of the Journal of Industrial Teacher Education (two-year term).
 1977-78 Chair, Career and Technology Education Ph.D. Committee.
 1977-78 Member, Executive Board of the National Association of Industrial Technical and Teacher Educators.
 1976-77 Assisted in planning two AVA convention special interest sessions for doctoral students (one on publishing and the other on interaction with leaders in vocational education).
 1976-78 Appointed Associate Editor of the Journal of Industrial Teacher Education (two-year term).
 1976-77 Appointed to the Executive Board of the National Association of Industrial and Technical Teacher Educators.
 1975-76 Elected Vice President, Ohio Council of Industrial Arts Teacher Educators and assumed the Presidency.
 1973-74 Appointed Assistant Editor, Journal of Industrial Teacher Education, National Association of Industrial and Technical Teacher Educators (two-year term).
 1971-72 Appointed to the Publications Committee of the American Industrial Arts Association.
 1970-71 Elected Secretary of the Ohio Council on Industrial Arts Teacher Education.
 1969-70 Served on the Otsego High School, (Tontogany) Ohio accreditation team for North Central.
 1969-70 Attended the 1969 National Convention of the American Vocational Association in Boston and was chosen teller of the Industrial Arts Division for the national election of officers.
 1968 Charter Member of the National Association of Industrial Technology (NAIT)

B. External - consulting

- 2008 Tufts University, External reviewer for PHD program in Computer Science
 2004 North Carolina State University. External reviewer for the graduate school of graduate programs in leadership, adult education, and human resource development
 2004 Oregon State University. School of Education Staff Development.
 2003 → Creation of a HRD website-- "richardswanson.com" -- that gives away scholarly HRD information (5,000-9,000 hits per week)
 2003 -09 The University of Texas at Tyler. PhD Program Development
 2003 -04 Airport Security Commission. Training – Results assessment
 2003 → Staffing.Org. Human capital metrics
 2002 Staffing.Org. Human resource assessment.
 2000 Fredrickson Communication (Minneapolis). Performance Consulting
 2000 ING Bank (Netherlands). Performance Consulting.
 1999 Ford Motor Company (Detroit). Results Assessment System.
 1999 CIGNA (Philadelphia). Results Assessment System.
 1998 LifeFormations, Inc. (Bowling Green). Corporate Strategic Planning.
 1998 Berrett-Koehler Communications (San Francisco). Business Planning.
 1998 United Healthcare, Inc. (Minneapolis). Performance Consulting Pilot Project.
 1998 State of Ohio (Columbus). Financial Analysis of investing in the high performance workplace.

- 1998 Mexican Quality Improvement and Training Association (Mexico City). Performance Improvement Theory and Practice.
- 1997 University of Twente (Netherlands). HRD in the College of Education- Proposed Purpose and Structure.
- 1997 Samsung (Korea). Strategic alignment of HRD.
- 1997 Minneapolis Institute of Art (Mpls). Performance diagnosis of print department.
- 1997 AgriBank (St. Paul). The Performance Component of Responsible Leadership.
- 1996 Piper Jaffray (Minneapolis). Transformation of HRD into a major Business Process.
- 1996 -97 CIGNA Corporation (Philadelphia). Evaluation of Management Development Programs.
- 1996 CIGNA HealthCare (Hartford). Evaluation of Knowledge and Expertise Required of Process-Based Work Tasks
- 1995 -06 CIGNA HealthCare (Hartford). Analysis of Core Business Processes and Identification of Process-Based Work Tasks.
- 1995 Center for Workforce Effectiveness. (Oak Brook, IL). The Performance Analysis Model, Process, and Competitive Advantage.
- 1994 -05 CIGNA HealthCare (Hartford). The Alignment, Design, and Implementation of a Performance-Based (business results) Management Development and Salesforce Development function.
- 1994 The Netherlands Economic Development Agency (Amsterdam). Analyzing HRD as a Financial Investment.
- 1994 Advanced Technology Center (El Paso). Models for strategic human resource development and community economic development.
- 1994 Medtronic (Minneapolis). Consultation on the design and management of a decentralized high-tech training function.
- 1994 Minnesota Mutual (St. Paul). Consultation in the area of 360 degree leadership assessment.
- 1994 -98 Berrett-Koehler Publishers (San Francisco). Consulting Editor for the Organizational Performance Series.
- 1993 Bell Atlantic (Silver Springs). Consultation on the conversion of instructor-delivered to technology-delivered training at all levels of the organization.
- 1993 Honeywell Inc. (Minneapolis). Workshop on team training theory and practice.
- 1993 Texas Region XIII Education Service Center (Austin). Seminar on total quality managed schools.
- 1993 Liquid Carbonic (Chicago). Consultation in area specifying customer requirements and customer satisfaction.
- 1992 Mexican Society of Administrators of Engineering. Closing plenary speaker for W. Edwards Deming satellite 4-day seminar: The Theoretical Foundations of Quality.
- 1992 Liquid Carbonic (Chicago) Workshop on improving performance at the organization, process, and job levels.
- 1991 AT&T (New York). Design total symposium and deliver selected session for top executives on developing and nurturing human capital.
- 1991 Kellogg Company. Design and deliver corporate-wide technical trainer training program.
- 1991 Pemex (Mexico City). Consultation in the areas of total quality management, organization development, and training.
- 1991 3M. Design and deliver human resource development professional development training program (trainer training & performance technology).
- 1991 Farm Credit Corporation (St. Paul). Seminar on contemporary human resource issues facing small businesses.
- 1990 Northstar Matrix-Serv. Development of a company-wide quality improvement plan.
- 1990 -94 Mexican Petroleum Institute. Consulted with the Institute's directors about the adoption of the Training for Performance System.
- 1990 -92 Honeywell Inc. Consulted with the management, technical, customer service, and sales training personnel on the adoption of the Training for Performance System.
- 1989 -90 Champion-International. Consulted with training and organization development personnel on the economic investments in HRD.
- 1989 Petroleum Institute of Mexico (IMP - Mexico City). Human resource development needs assessment and financial analysis
- 1988 -89 Citicorp. Consulted with executive development center staff to evaluate how well the executive development center and programs are connected to the corporate business plans.
- 1988 Group Health, Inc. Consulted with Sr. Vice President of Operations on the human resource issues related to concurrent technological and social change.

- 1988 -89 AMSCO Corporation. Developed economic and corporate culture measures to determine the effectiveness of quality and productivity programs. Worked with top executives in interpreting data and planning the change process.
- 1987 Florida Department of Transportation. Consulted with Human Resource Development Division on cost-benefit analysis of HRD.
- 1987 Control Data Business Centers. Designed an evaluation system for determining the effectiveness of training.
- 1987 DataMyte Corporation. Wrote job description for new training manager position and recruited qualified person.
- 1986 -87 Prentice-Hall and Jossey-Bass. Reviewed textbook manuscripts.
- 1986 Control Data Corporation. Directed an organizational development effort on a training department which resulted in major revisions in the work system and job design along with facilitation of the changes.
- 1986 General Motors (through BI, Inc.). Developed a plan for integrating new technology into an experimental dealership of the future (including work design, employee selection, culture and systems training, and employee appraisal).
- 1986 -87 Kellogg Company. Design and deliver corporate-wide technical trainer training program.
- 1986 -87 Industrial Relations Center, School of Management, U of M. Developed and delivered a 2-day seminar on training for non-trainers.
- 1986 Lee Colby & Associates. Developed a plan to validate a corporate culture instrument.
- 1985 Woodworker's, Inc. Seminars on the manager's role in employee development and sales techniques.
- 1985 Minnesota State Department of Education. Assessment of the ability of post-secondary vocational education in meeting company-specific training needs.
- 1985 Group Health, Inc. Design of an executive development program for upper management personnel.
- 1985 -88 Edison Welding Institute. Industry advisory board member directing the institute's program of research.
- 1985 United Theological Seminary. Organizational diagnosis of mission, policies, and practices.
- 1984 West Virginia University. Evaluation of the Technology Education Graduate Program.
- 1984 Northern States Power Company. Design and delivery of a trainer training program for managers and supervisors.
- 1983 -85 Onan Corporation. Seminars of the management process and organizational communication.
- 1983 St. Paul Public Schools. Curriculum change process in industrial education.
- 1983 Onan Corporation. Organization development (climate analysis, work redesign, coaching, and training) for corporate work group.
- 1983 Ohio State University (College of Education Dean's Staff). Cooperative University-Industry Training and Development Research.
- 1981 -82 Comserv Corporation. External training design evaluator for the AMAPS trainer training program.
- 1980 Johns-Manville Corporation. Design, development, and evaluation of employee benefits training program.
- 1980 Johns-Manville Corporation. Trainer training and training research needs assessment.
- 1979 Marathon Oil Company. Review and Critique of the corporate management training function.
- 1979 Home Energy Conservation Information Program, Ohio Cooperative Extensive Service. Instructional design consultant for VTR training materials.
- 1978 Marathon Oil Company. Evaluating Employee Performance Seminars. August, September, October, and December.
- 1978 -88 Marathon Oil Company. Organizational Communication Seminars. May, August, September, October, and December.
- 1978 Marathon Oil Company. Analysis of company-wide supervisor training practices.
- 1977 General Motors Corporation. Auditory training of automotive diagnosticians.
- 1975 -79 Ohio State Department of Education, Planning and Evaluation Division. Chief consultant to the statewide career awareness adaptation project
- 1975 Owens-Corning Corporation. Development of a field-based sales training program model.
- 1975 Broadhead Garrett Corporation. External evaluator for the Engine Training System Project instructional design decisions.
- 1974 Johns-Manville Corporation. Analyzed industrial training problems and developed training research proposals for corporate headquarters review.
- 1972 -75 Perrysburg Public Schools and ESEA Title III Division of the Ohio Department of Education. K-6 Career development, evaluation, production, and implementation of self-instructional training programs. These

- programs were for two critical industrial job classifications in the start-up of six identical industrial plants across the USA. Forty filmstrips-cassettes, student workbooks, and instructor manual produced.
- 1972 Four-County Vocational School. Directed the development and submission of a research proposal for funding an experimental vocational program to teach attitudes to work experience students.
- 1971 State Department of Education, Vocational Education Division. Presented seminars on instructional objectives and evaluating behavioral outcomes to the "World of Work Institute" participants.
- 1970 -71 State Department of Education, Northwest Ohio Instructional Materials and Resource Center for Handicapped Children, Wrote on Title III and one Title VI proposal for submission under the name of the Center (one funded).
- 1970 Ohio Board of Regents, Institute for Technical College Teachers. Seminars on learning theory, the evaluation of teaching, and the evaluation of students.
- 1969 -71 Southern Illinois University. Career Development for Children Project. Development of exemplary career education instructional materials.
- 1969 -71 Otsego Public Schools. Development of a comprehensive industrial education curriculum proposal for the Otsego schools.
- 1969 -70 Ohio State Department of Education, EPDA Emergency Institute for the Preparation of Industrial Arts Students. Served as advisor and seminar leader for selected institute participants.

B. External - Community

A lengthy record of involvement in community work within the areas of youth group (from scouting roles to youth group leader), church (various leadership councils ranging from education to facility planning), and community development (recreation and education). Present involvement includes working with:

- Dayton Avenue Presbyterian Church (St. Paul)
- Lakeside Association (The Chautauqua of the Great Lakes, Lakeside, Ohio)
- Chicago Great Western Association (Board Member & President, St. Paul, MN)